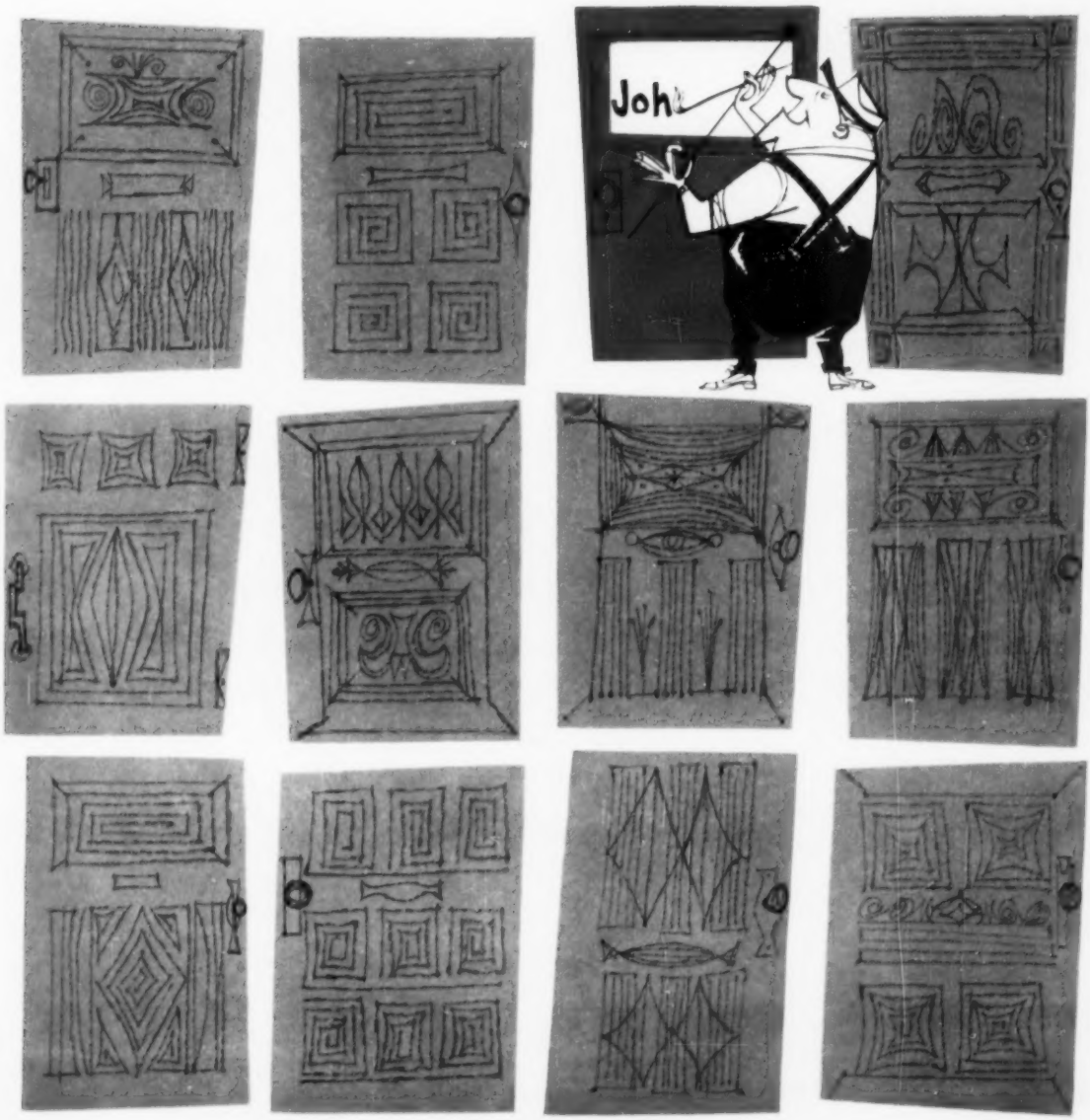
Sales Management

THE MAGAZINE OF MARKETING

Are Distributor Discounts too Low?
Page 62

"A Million Dollars Worth of Free Advice"
Page 72



Can a Planned Personal P R Program Help You to Win Promotion?

Page 29

A BILL BROTHERS PUBLICATION

FIFTY CENTS



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These and 11 more of America's greatest sales stars share the know-how that brought them success. See how they get in...make demonstrations...overcome objections...make the close and get the order.

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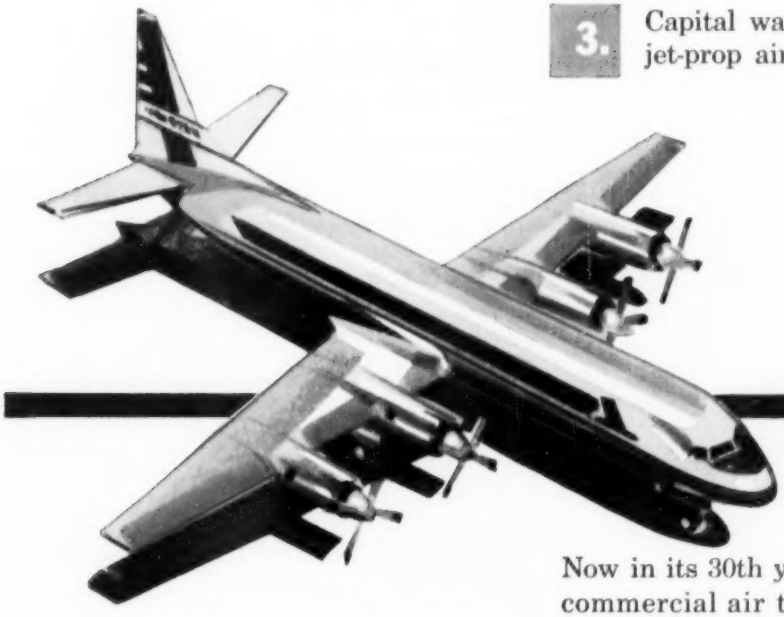
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It's Capital's 30th Anniversary



Now in its 30th year of continuous progress in commercial air transportation, Capital again leads the way with the largest fleet of jet-prop airliners in the world! On your next trip we invite you to enjoy the fast, quieter, smoother flight of the jet-prop VISCOUNT.

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NON-STOP BETWEEN
NEW YORK and CHICAGO

VISCOUNT
Powered by Rolls-Royce

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Do Your Advertising And Salesmen Have A Fighting Chance

. . . to do an economical sales-producing job? Is your advertising reaching the men with real buying authority? Are your salesmen actively selling your products and closing sales instead of introducing the company and its products?

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- Flow
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- Applied Hydraulics
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- Industry & Welding
- Welding Illustrated
- Material Handling Illustrated
- Commercial Refrigeration & Air Conditioning
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- Precision Metal Molding

Learn how Franchise-Paid Circulation methods help make your advertising and salesmen more productive. Write for brochure.

BPA

Sales Management
THE MAGAZINE OF MARKETING

June 21, 1957 **Vol. 78, No. 12**

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

HIGHLIGHTS

PROMOTE YOURSELF INTO A BIGGER JOB?

You're pretty successful at promoting your product. But can you promote yourself? Whether you're the v-p in charge of sales with your sights on the company presidency, or the youngest member of the sales force, you can use public relations to smooth the way. Here's help from an expert. **29**

GREMLINS IN THE TERRITORIES SHIFTS

Schering Corp. was fed up with the old approach to the creation of sales territories and the attendant chaos. It did something about it. Using SALES MANAGEMENT'S *Survey of Buying Power* as a major tool, the company utilized a card system and IBM machines. Result: Re-assembled market facts in a flash. **104**

THE MAN BEHIND THE SENATOR

You may not have known there was one. He's called "administrative assistant." And if the Senator asks him to help you, you're in. For often this man knows as much about your problems and how to solve them as his boss. And by working quietly, efficiently behind the scenes he gets things done. **80**

17% . . . 22% . . . 29% . . . 36% ?

What's a fair discount for your distributors? As a manufacturer you may be facing the possibility of a boost in discounts to your distributors. They're chafing over a falling net profit, agitating for a better shake. An expert provides you with a valuable insight. **62**

A MILLION DOLLARS IN FREE ADVICE

The founder of Decro-Wall didn't know beans from bananas about marketing his new product. But he got "a million dollars' worth of free advice" at a wallpaper wholesalers' convention. Today this wall coverings firm is showing a monthly sales increase. **72**

Audit Bureau of Circulations · Associated Business Publications · National Business Publications · Magazine Publishers Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

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YOU'D BETTER GET WITH IT

. . . as the Broadway set says: For your old-line product may be getting yawns from a public which wants filter cigarets, frozen TV dinners, pressurized shaving cream. Maybe your product is in line for some fancy up-dating. 98

THE CUSTOMER COMES FIRST

This philosophy built a $50-million-a-year business for Spector Freight System, Inc. The sales-oriented management, headed by a 40-year-old president, is now the nation's fourth largest trucking concern. 38

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Franchise-Paid Circulation Publications Guarantee More Profitable Results Because They Are Read by Men Who Buy

■ To Sell Over 40,000 Buyers of Material Handling Equipment Use .....

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■ To Sell Over 76,000 Additional Buyers of Welding Equipment, Supplies & Accessories Use .....

■ To Sell Over 25,000 Buyers of Air Conditioning & Refrigeration Equipment Use .....



Published By
The INDUSTRIAL PUBLISHING Corp.
812 HURON RD. • CLEVELAND 15, OHIO

BPA

"METROPOLITANITIS"
VERSUS
PASSENGER CAR SALES
WHERE POTENTIAL IS 74 TO 84%

Automobile Facts & Figures 1956 reports . . . 72.9% of U. S. households (35,350,000) own more than 52,000,000 passenger cars . . . 84% of new car sales involve tradeins. . . . for another great American industry it is now a "replacement sales business."

This, plus 7,169,000 new car registrations, 9,300,000 used car sales with *only 4,000,000 cars scrapped* in 1955 demands *more intense* trading up and heavier *local advgt. & Sales effort to stay in business.*

Where is Replacement Potential?

Mich. Offers . . . 3 counties with more than 100,000 prospects *but 80 counties average over 26,000 each.*
Calif. Offers . . . 12 counties with more than 100,000 prospects *but 46 counties average over 21,000 each.*
Fla. Offers . . . no counties with more than 100,000 prospects *but all 32 counties average over 37,000 each.*
N. Y. Offers . . . 11 counties with over 100,000 prospects each *but 51 counties average over 22,000 each.*
Farm Market Offers . . . approx. 4,300,000 farms operating 4,262,785 passenger cars and 2,702,811 trucks (27% of all trucks).

These few examples prove . . . Selling passenger cars (new or used) *is primarily a 3072 county local level advtg. & sales must.*

Hometown U.S.A. Weekly Newspapers dominate markets under 10,000 with over 19,296,000 circulation and deliver 67.1% of class A rated farm prospects.

Call a W.N.R. man for our new automotive sales analysis, plus information about 1 order, 1 bill, 1 check service plan.

WNR INC. WEEKLY NEWSPAPER REPRESENTATIVES Inc.
404 Fifth Ave., New York 18, N.Y. Phone: Bryant 9-7300
Serving Advertisers and Agencies of America's Weekly Newspapers
Branch Offices: Atlanta, Chicago, Detroit, Los Angeles.

a new design in office efficiency . . .
CLARIN "Commuter" OFFICE AUXILIARY CHAIR
with tablet writing arm



Quick, Portable Seating and Writing Facilities That Blend with Modern Office Decor

Here's the chair that can solve the problem of what they write on and where they sit . . . all in one compact, beautiful unit that is the perfect answer for conferences, sales meetings, instruction groups, in fact, any office note taking or additional seating requirements.

Fully cushioned with 2" foam rubber seats for extreme comfort. Tablet writing arm folds down when not required. Entire chair folds for compact storage in closet or storage area. Available in your choice of 126 frame and upholstery combinations.

See your office equipment dealer or write for complete information
CLARIN MANUFACTURING CO.
Dept. 57, 4640 W. Harrison St., Chicago 44.

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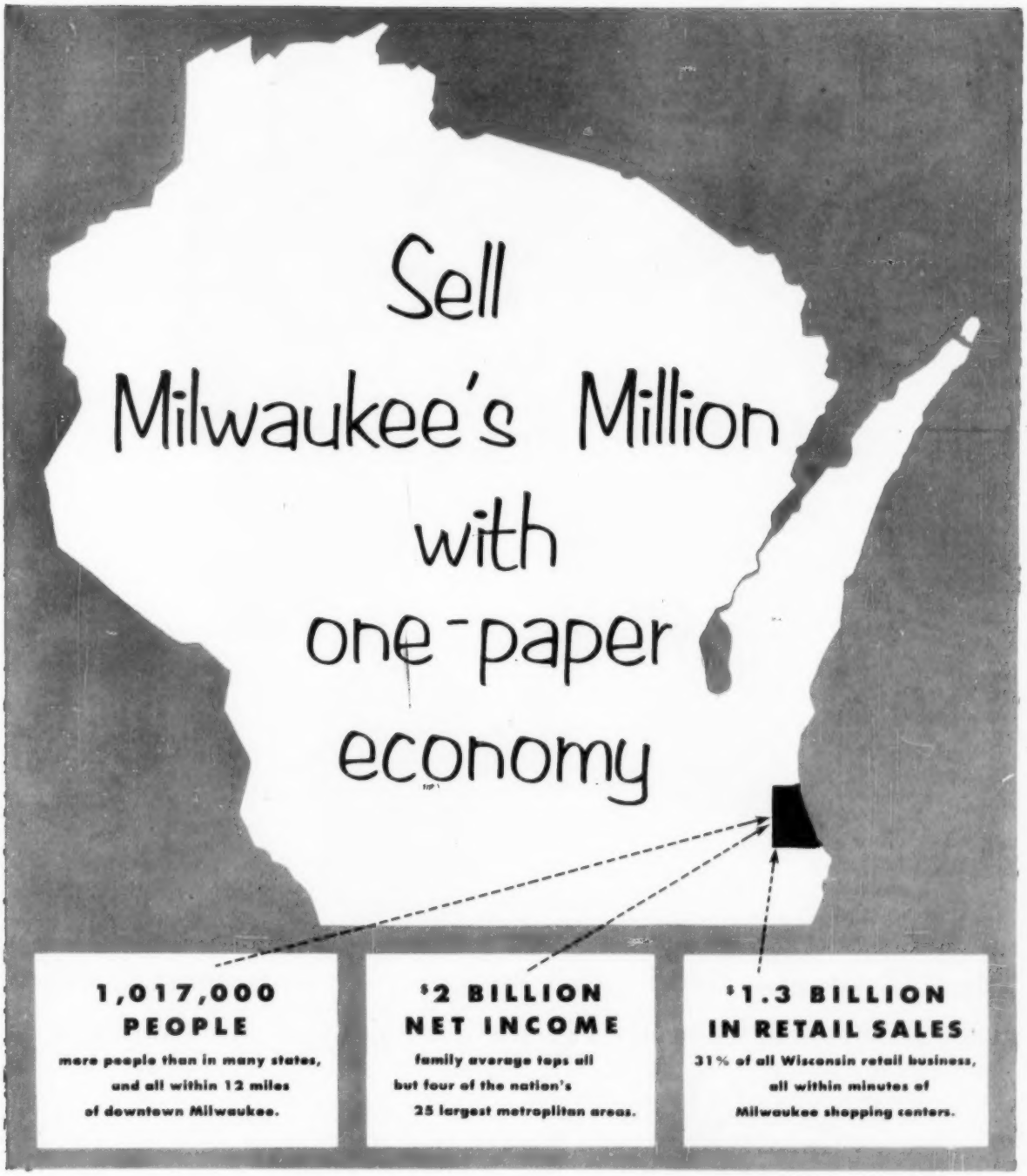
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See Advertisers' Index
(two pages preceding back cover)

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Copyright, Sales Management, Inc., 1957



Here's big business in a small, economically covered area. Milwaukee is one of the top major County Markets in business concentration, averaging 4,200 people and $9,000,000 in buying power per square mile. Here, both retailers and consumers are easily reached through one newspaper which covers 9 out of 10 homes.

THE MILWAUKEE JOURNAL

National Representatives—O'MARA & ORMSBEE, INC.

NEW YORK · CHICAGO · DETROIT · LOS ANGELES · SAN FRANCISCO

In Philadelphia, buying begins at home



The Bulletin goes home...delivers more copies to more families every seven days in Greater Philadelphia than any other newspaper

Family food bills in the huge 14-county Greater Philadelphia market total $1,330,320,000 a year! You get first call in this tremendous market when you use the advertising columns of Philadelphia's home newspaper—The Evening and Sunday Bulletin. COLOR makes your product more appetizing and in The Bulletin you can get ***R.O.P. spot and full COLOR***—evening and Sunday—*seven days a week!*

The Bulletin exerts a powerful influence on the buying habits of its readers. Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it. The Bulletin is Philadelphia's *home* newspaper.

Advertising Offices: Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue
Representatives: Sawyer Ferguson Walker Company in Detroit • Atlanta Los Angeles • San Francisco • Seattle

In Philadelphia nearly everybody reads The Bulletin

Surprise: Less Strain in Sales

You may be wrong if you've told yourself and your business associates that the tensions of sales work are greater than in other occupations.

Almost 50% fewer people in sales work were admitted to a state mental hospital in Connecticut last year than was expected.

Connecticut's Department of Mental Health anticipated that 94 people involved in some form of selling would be admitted for their first treatment of mental disturbance. But the admissions included only 49 salespeople—36 men, instead of the estimated 72; and 13 women, rather than the expected 22.

By contrast: An unexpectedly large number of new mental patients in 1956 were laborers and foremen, service workers, farmers, and taxi drivers.

But before you conclude that our occupation—sales—is without stress, remember that people in the higher pay brackets are likely to seek private mental health care and to accept state treatment only as a last resort.

The Commissioner of Mental Health reminds us that "a person trained in a higher status job descends the economic ladder as his symptoms develop and at the time he is hospitalized his occupation is below the one it formerly was. This is often true, for instance, with alcoholics."

Look Who's Suing Now!

So E. J. Korvette, Inc., of New York City, famous as one of the biggest and most imaginative discount houses in the business, is being accused of trying to set resale prices!

Caught in the middle, apparently, between two big retailers is Webcor, Inc., radio-phonograph manufacturer.

Alexander's Department Stores, Inc., a New York firm that evidently doesn't want to be under-priced, asks $750,000 damages, alleging in a civil suit that Korvette has asked Webcor to withdraw its line from Alexander's, and that Korvette has tried to induce Webcor to get Alexander's to raise its price to the level of Korvette's. Alexander's maintains that it did not raise its Webcor prices—which it claims average 7.8% below Korvette's—and that Webcor has withdrawn its line.

Somebody's Always Sitting on a Tack

This is being written on a United Air Lines New York-San Francisco DC-6B flight. The speed and comfort provided by United's sales chief, Bob Johnson, who is also assistant to the president, points up the dramatic shift in people's tastes in transportation.

Many of the 49 passengers aboard took this flight because they looked forward to flying in the fabulous DC-7 which United and



1957 Edition of

T. R.

carries the descriptive advertising of

11,859 ADVERTISERS

211 more than used T. R. previous edition.

This continuing

GROWTH TREND TO T. R.

is a result of its power to produce traceable sales.

You, too, can reach the top 60% of the U. S. Industrial Purchasing Power thru the exclusive

T. R. 100% BUYERSHIP

volume purchasing clientele

Contact your Thomas Register representative, now.



THOMAS REGISTER

461 EIGHTH AVENUE

NEW YORK 1, N. Y.

Representatives in all principal areas

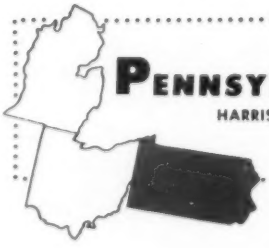


It Pays to Know Every Wrinkle

Familiarity with your market pays off big. Take our case: PENNSYLVANIA FARMER is read by *9 out of 10* rural families in the state. We know all the wrinkles—their way of farming, their organizations and customs.

Full coverage and the high readership of PENNSYLVANIA FARMER bring you *extra* sales. Besides, Pennsylvania is a top-third state in farm income. Cash intake is unusually *steady* every month of the year. Here's multi-product stability—not a one-crop, one-animal economy.

For triple effect add THE OHIO FARMER and MICHIGAN FARMER, equally popular in rich agricultural areas. All three papers are published twice each month and are 4-color gravure printed to save the cost of plates. Want the full story? Write 1010 Rockwell Avenue, Cleveland 14, Ohio.



PENNSYLVANIA FARMER
HARRISBURG, PENNSYLVANIA

THE OHIO FARMER, Cleveland

MICHIGAN FARMER, East Lansing

FARM SHOW

Greatest Agricultural Show in the East
1958 Pennsylvania Farm Show
Harrisburg – Jan. 13-17, 1958
PREVIEWED IN THE JANUARY 11, 1958 ISSUE
CLOSING DATE DECEMBER 16, 1957

other major carriers promote so profitably in their consumer advertising.

To the distress of some of them (and to Bob Johnson's chagrin) United's pilot announced that the flight today would be in a DC-6B. Most of the passengers would not have been aware of the switch in planes. (To the average traveler, the DC-6B looks as sleek, as elegant, as practical as the DC-7.) But United wants its passengers to know the difference in planes—wants them to know that the line has a deserved reputation for respecting a customer's preference.

For contrast, let's look at the railroads. "Some industries are managing to go backward," said *The New York Times*, the other day, "in an era that the history books will record as extremely prosperous."

The Times points out that the railroads, last year, handled only 17 million coach passenger miles (one passenger carried one mile represents one coach passenger mile). They handled 39 million passenger miles in 1946.

Question: Can you recall a single time when the railroads showed they knew you cared whether you rode on one piece of equipment or another—or bothered to explain a substitution?

Some people know when they are sitting on a tack—and do something about it. American consumers delight in strewing tacks around for the unwary and complacent.

Crying "Wolf"

"The Tioga hotel has just closed its big upstairs cocktail lounge," reports Lamar Newkirk, business editor of the Portland *Oregon Journal*, "but keeps the small main floor bar open, an indication of what's happened to 'surplus' spending."

Is the closing of the Tioga's big bar a symbol of the creeping cutback in consumer spending?

The people of Oregon—they draw 62% of their earned dollars from forest products—are unhappy in the role of guinea pig. The Administration's tight money policy is cutting housing starts below a million a year. The direct impact of this policy—plus numerous state policies that handicap diversification—is candidly described by Newkirk, a veteran Oregon reporter, after a 2,700 mile checkup in his state.

No newspaper wants to have its state referred to as a "depression state." But a great newspaper has an obligation to call it as it sees it. So the *Oregon Journal's* Newkirk concludes, "Oregon is having an economic headache! Today an executive of a national manufacturer is here to find why sales are sharply off in Oregon . . . others have preceded him in recent months for the same reason."

Obviously, there's little 1929 boom nonsense in Oregon in 1957. It might be a good idea if there was the same quality of hard-headed analysis in the rest of the nation.

The Administration is engaged in the delicate task of controlling inflation without curbing the boom. So far we have learned how to avoid a national depression—but we're still struggling with local recessions in the midst of prosperity.

This is a huge, restless nation. So don't blame people anywhere—whether in Portland, Ore., or Portland, Me.—if they discuss their problems realistically—and in public. Prosperity is a national problem.

SEE WHAT'S NEW ON 2
FOR YOU IN
TULSA!

"coverage"

KVOO-TV blankets northeastern Oklahoma with the tops in network and local programming. This coverage is backed up by revealing market research, merchandising and promotion aids, and constant attention to your account and problems.



"wampum"

KVOO-TV blankets a $1-billion market. Out of the top 90 key industrial markets, Tulsa has the fastest dollar value growth of any city in the nation.* If you have something to sell, you can sell more of it in northeastern Oklahoma . . . over KVOO-TV.

*U. S. Census of Mfg., U. S. Dept. of Commerce



NOW AVAILABLE!!

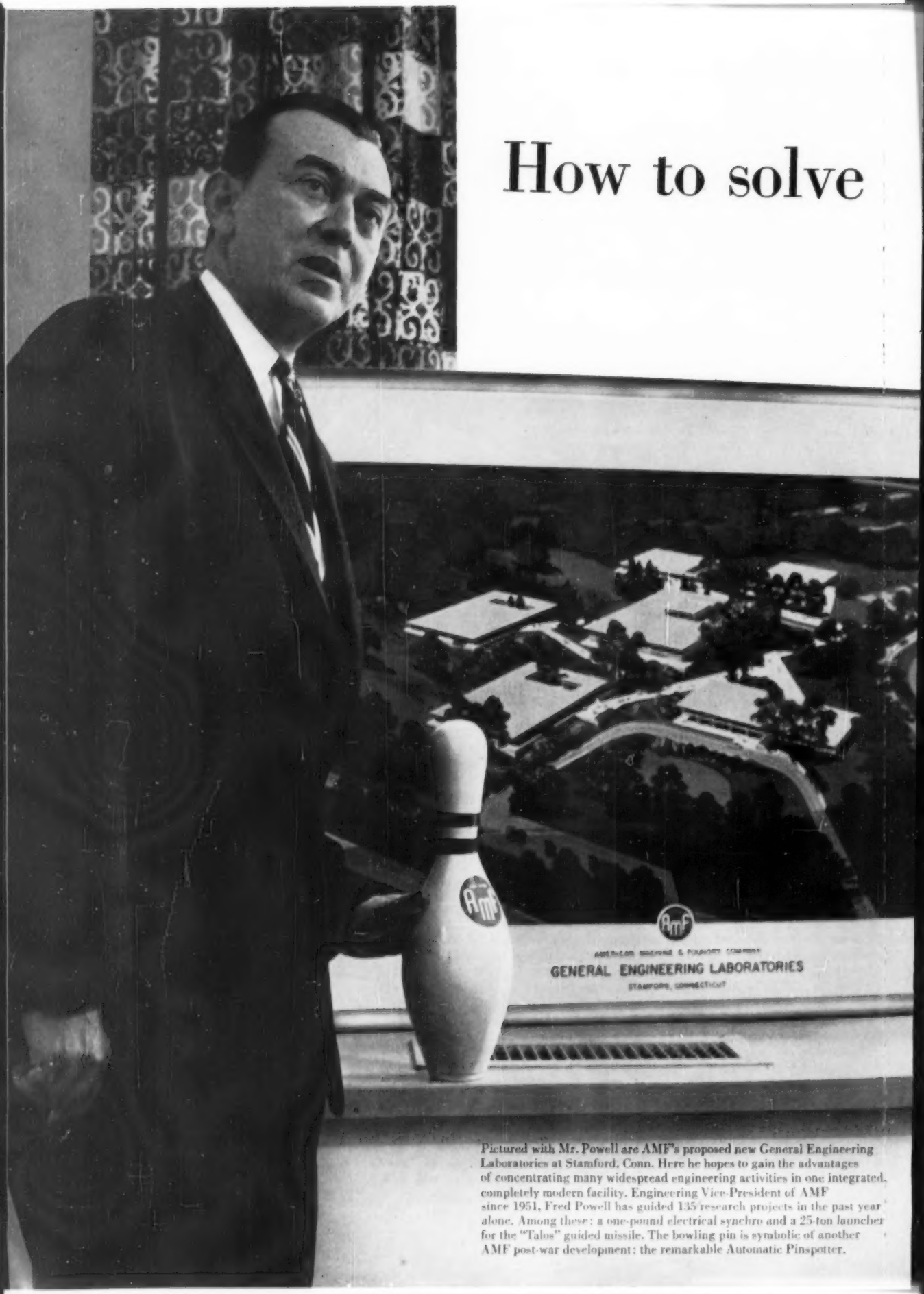
A wide selection of good spots in popular participating shows. I.D.'s, 20 sec., and 1 minute spots in all classes. Check up to the minute availabilities with your nearest BLAIR-TV man.

KVOO-TV
channel 2



NBC For current availabilities contact any office of BLAIR-TV

How to solve



Pictured with Mr. Powell are AMF's proposed new General Engineering Laboratories at Stamford, Conn. Here he hopes to gain the advantages of concentrating many widespread engineering activities in one integrated, completely modern facility. Engineering Vice-President of AMF since 1951, Fred Powell has guided 135 research projects in the past year alone. Among these: a one-pound electrical synchro and a 25-ton launcher for the "Talos" guided missile. The bowling pin is symbolic of another AMF post-war development: the remarkable Automatic Pinspotter.

a critical engineering need

"AMF's post-war history has been one of expansion, great diversification, and intensified engineering research in many fields. Our Engineering Department of 1,600 people now works on design problems so complex and diverse that we are in constant need of the best information we can get on every useful development in materials, electric, electronic, and mechanical components. Without such information being readily available, the number of man-hours lost in seeking it adds up to a major engineering problem.

"It is obvious to us that currently maintained, constantly available, comprehensive, and accurately indexed files of manufacturers' catalogs are one of the most important assets our engineering offices can have. But to establish such files on an individual basis is a difficult, time-consuming job, and a costly one.

"Sweet's PRODUCT DESIGN FILE *of manufacturers' catalogs is a far more efficient solution. We use it continually in our Engineering Departments. Its growth into a fully comprehensive service is important to all design engineers.*

"To the extent that we can support and encourage the PRODUCT DESIGN FILE*'s continued growth, everyone, it seems to me, will benefit: design engineers by having instant access, without lost time, to the product application and specifying information they need; manufacturers who supply us by making it possible for us to find out quickly the solutions to our problems they have to offer."*

Fred K. Powell, Jr., *Vice-President, Engineering*
American Machine & Foundry Company
New York, N. Y.

Thoughtful engineering executives like AMF's Fred Powell have long recognized the logic of a system that keeps manufacturers' catalogs conveniently accessible at all times, to all engineers who need them. And hundreds of marketing-wise companies give design engineers what they want, and find most useful, by distributing their catalogs in the PRODUCT DESIGN FILE.

If you want increased use of *your* catalog in the offices which control over 90 per cent of the Original Equipment Market's buying power, get in touch with us today. A Sweet's representative will gladly give you complete facts about the extent to which your catalog—pre-filed, permanently bound, classified, and indexed in the PRODUCT DESIGN FILE—will increase the order/call ratios of your salesmen throughout the $44-billion Original Equipment Market.

SWEET'S CATALOG SERVICE
Division—F. W. Dodge Corporation
119 West 40th Street, New York 18.
Designers, producers and distributors of manufacturers' market-specialized catalogs for the industrial and construction markets.
Over 53,000,000 catalog copies distributed for 1,740 companies in 1957.



SLICK

delivery opens the door

What price customer goodwill? Not high. Swift, reliable door-to-door delivery by Slick Airways encourages frequent reorders . . . makes your salesmen welcome the next time they call. Slick rates are comparable with surface.

Build reorder sales along with goodwill . . . by instructing your shipping department to *"ship via Slick."*



Certificated, Scheduled Air Carrier • Member ATA

SLICK *airways inc.*

World Headquarters:
3415 Cedar Springs Road, Dallas, Texas, LA 6-7671

. . . domestic and international air cargo
airmail • air express • overseas passenger charter

CORPORATE CLOSE-UP

Corn Products Has Bushels Of Unfinished Business

In his second year as president of Corn Products Refining Co., William T. Brady, 60, has a new emblem on his calling cards this month. The firm's trucks are also displaying the new symbol—a stylized "CP" in red framed by yellow kernels representing an ear of corn in cross section. Extreme flexibility is the chief feature of the new trademark which is intended to retain its identity whether on a televised consumer product or on a burlap bag.

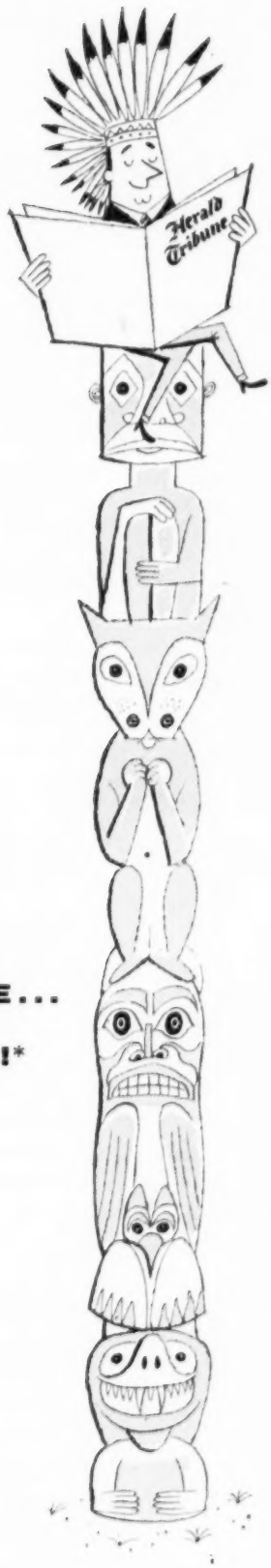
Indeed, flexibility is now the keynote of historically conservative, $215 million-in-assets Corn Products. The firm has been jolted out of exclusive reliance on its namesake staple by raw corn prices that have fluctuated as much as from $1.50 a bushel to almost twice that in one recent year. Yet corn lines are being expanded even while non-corn sources of revenue are explored. Brady keeps as vigilant an eye on potential product developments and acquisitions as he does on his existing 20 consumer brands and 450 industrial items. His calendar lists more categories of unfinished business than his four predecessors faced in CP's first 49 years.

Throughout most of Bill Brady's 38 years with the firm, CP concentrated on corn-derived industrial starches, syrups, dextrose and dextrines, and its Karo syrup, Mazola oil, and Argo and Linit starches. In this decade, pursuit of steady profit margins has led CP into such non-corn or semi-corn operations as a cane sugar refinery; a sorghum refinery; Kasco dog food, farm feeds and Bosco chocolate amplifier for milk.

Chaneling company expansion into consumer grocery items would seem justifiable since packaged products brought in 35% of last year's $304 million U. S. and Canadian sales but required only 15% of the firm's outlay for raw materials. Bulk sales of industrial starches, sugars, syrups and dextrines utilized 53% of raw material and accounted for 53% of sales. By-product farm feeds and chemicals returned only 12% of sales on 32% of raw material.

But the president is not satisfied to slip from the frying pan of dependence on corn into the fire of sole reliance on the grocery market. Brady sees greater safety from fluctuating corn profits in industrial sales' lower margins but extremely broad base. His 450 industrial lines go to 60 basic industries. Among Corn Products' customers are the makers of paper, textiles, chemicals, candy, metal castings, shoe polish, ink, fire extinguishers, soft drinks, batteries, cosmetics, fluid brakes and tire patches. A recent new product is NuBru concentrate which eliminates several preliminary processes in brewing and cuts down on equipment requirements while permitting accelerated and increased production. Research on behalf of Corn Products' vegetable fats is exploring "the relationship of animal fats to coronary diseases."

Unlike Henry Ford (see May 3 Corporate Close-up), Brady is not interested in stirring up complications for their own sake. He expects to simplify the administration and cost-accounting problems of growth with a Univac computer to be installed later this year. "We are built for growth" says the president. A striking example of this is his new product, NuSoft fabric softener, a laundry rinse which represents the direct opposite of Linit and Niagara starches. Brady's thinking is apparently as simple as: "What they don't want starched they must want soft."



TO GET TO THE HIGH MAN ON THE TOTEM POLE... GET IN THE TRIB!*

*The TRIB reaches a higher concentration of high-income families than any other New York newspaper... the high-income families who buy *twice as much* of most advertised merchandise as the low-income group.

Get the top of the New York market... get *more sales results per dollar of advertising* ...get *in* the TRIB!

NEW YORK
Herald Tribune
230 West 41st Street, New York 36, N. Y.



Dr. Smiley Blanton:
"LOVE OR PERISH"

Champion "Weight Lifters"



Dr. Norman Vincent Peale:
"THE ART OF REAL HAPPINESS"



Dr. Peter Steincrohn:
"LIVE LONGER AND ENJOY IT"

Dr. Hornell Hart:
"AUTOCONDITIONING"



They lift the load from heavy hearts and troubled minds...

To the oft-mentioned aims of The Inquirer—information, aid, entertainment—must be added another: Inspiration. Today, with the world so much awhirl, readers seek counsel and guidance and the shining light of inspiration to lighten their daily load. The Inquirer supplies a full measure. As exemplified in the serializations of best-selling books by the authors pictured here.

It is only natural that readers turn to The Inquirer when they feel a need for help. Because The Inquirer has always put the needs of readers above all else. Out of such concern for readers has developed a firm loyalty to The Inquirer. Loyalty that is reflected in a most productive climate for advertisers. That's why more advertisers place more linage in The Inquirer than in any other Philadelphia newspaper!



The Philadelphia Inquirer

Now in its 24th consecutive year of total advertising leadership

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

MEMBER: METROPOLITAN SUNDAY NEWSPAPERS • FIRST 3 MARKETS GROUP

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

WHAT'S WITH PACKAGING? Look at your package objectively and see how it fits into some national packaging trends, as reported by A. C. Nielsen Co. Look at it as the consumer does, alongside a dozen others.

You already know that (1) packaging can have an important influence on sales, and that (2) it probably represents a large and increasing segment of your company's costs. This is especially true in the grocery field where 6% of total sales dollars go for advertising and promotion, 13% for selling, and 10% for packaging.

That 10% is a startling figure until you start to analyze the factors operating in our economy which have made packaging more important—and more costly—than ever before. For instance, more people have more money to spend for more products. Employment is up, incomes are up, and more products are on the shelf along with yours. Also, today a larger number of housewives work in industry. They are busy, servantless in most cases, and they are demanding convenience foods in easy-to-spot, easy-to-store, easy-to-open packages. They don't mind paying a few cents extra for the processed food or the luxury package. So, good packages help make sales.

In addition, people are exposed to more products in eye-catching packages since they watch more TV, read more newspapers and magazines, see more outdoor advertising and carcards. And, of course, shelf display has improved to expose the shopper to still more bright and attractive packages. Much of this brightness and attractiveness comes about through new designs with product-identifying colors. Customers, it is found, are quick to pick up an alternate popular brand if their favorite isn't immediately seen. In 1957, with 75% of all grocery shopping done in self-service stores, your package must attract, promote and sell your product. It should also recall to the shopper any advertising or use she has seen of your product. A housewife is exposed to 6,000 items on her trip through a super market, yet she has only $16.25 to spend for the week.

The high cost of packaging may also lie in the variety that must be offered to meet changing consumer buying patterns. Popularity of large-size food packages has doubled since 1951, according to Nielsen's Food Index. Sales of small sizes have diminished 28%. Multi-packs have proved their worth in increasing sales. New packaging materials have also been found which have the quality of helping to increase sales and, in turn, profits.

No matter what your product, it is most likely packaged, labeled, stamped or in some way identified with a trademark belonging to you. Consider its advertising and sales value. Is it the highest possible? If not, think about redesigning so that you will be sure that you are putting your best face forward at that crucial moment when buyer meets product.

Packaging may well be considered a dominant factor in today's marketing economy. It's an industry in itself, doing $10 billion worth of business annually. Apparently, the manufacturers who spend this money believe that an attractive and practical package can be a good sales-closer. What do you think?

OTHER PACKAGING NEWS concerns some of the innovations in boxing, bagging, bottling and canning. Here's a list of the latest "peppy packages" as compiled by Prentice-Hall, Inc.:

A pill container that automatically dishes out one pill at a time—without your having to open the top.

A folding carton that automatically measures dry-flowing products as they're poured—such as cereals, detergents, chemicals.

A brand of mustard that can be poured directly from the bottle.

Products in a perforated foil bag that can be cooked directly in the bag, which then becomes a self-drainer for items like macaroni.

Squeeze-tube cheeses, requiring no refrigeration, and a cheese container that ejects cheese slowly for easy slicing.

Lipsticks that come in flip-top cases.

A cake-frosting package that is its own frosting gun.

A slide-top cigarette package that requires only a light tap on the pack, and up pops the cigarette.

New soluble containers that automatically dissolve in water, along with the soaps, detergents or insecticides that they hold.

INSTALMENT CREDIT RISE SEEN. Despite the fact that consumers repaid $3.4 billion and only added $2.6 billion to their instalment debt last year, Standard Factors Corp. predicts that such debt will rise $16 billion by 1965. This would raise per capita consumer debt from $188 to $265. Volume of instalment debt will tend to stabilize at about 13% of consumer disposable income, says the company. It is now at 11%.

RADIO'S DOING FINE. In fact, the news from Station Representatives Association, Inc., is a real eyebrow-raiser. Says SRA: "Spot Radio Gross Time Sales rose to an all time high in the first quarter of 1957, showing **an increase** over the first quarter of 1956 **of 40.5%."** Figured in dollars, that's $48.8 million as against $34.8 million. Trend seems to indicate $200 million for the year.

Spot television sales for the first quarter were also up, the Television Bureau of Advertising reports. First quarter sales in 1957 totaled $116,935,000, compared with $100,209,000 for the same quarter last year. Actual gain is somewhere between 12% and 15%, since TvB included figures for more stations this year than last.

Network radio news from A. C. Nielsen Co. notes that this medium is holding its own. As of March 1, the networks had lost 46 advertisers and gained 45, giving them a net of 128.

Network television, on the other hand, shows a loss of 31 advertisers as compared with 1956. Last year, the TV networks had 214 advertisers; this year the roster numbers 183.

JUST LOOKING, NOT BUYING. Appliance shoppers are plentiful, but too few of these shoppers are being sold. That's the conclusion we draw from separate studies that crossed our desk recently. "Look" magazine, in the latest of its studies of U.S. markets, reports that 13.4 million people over ten years of age shopped in appliance stores during the two weeks prior to being interviewed by Politz researchers. (Incidental finding: 56% were men.) Concurrently, "Home Furnishings Daily" noted that March domestic shipments of major appliances were 20% below those of March the year before. Washer and ironer shipments were off most—29.5% and 31.2%, respectively. Dryers were down 26%; refrigerators 23.3%; vacuum cleaners 21%. The long-range view for appliances is excellent, but meanwhile something might be done to follow up the prospects who are "just looking."

BEHIND THE SALES TRENDS

Super markets corralled 58.9% of grocery volume last year—the biggest share ever, according to "Super Market Merchandising."

The $1,000,000 mark. The average dollar volume per U.S. super market passed the million dollar level for the first time in 1956. Almost 2,000 new markets were opened during the year.

Beer consumption in the U.S. has dropped from 18.4 to 15.9 gallons per capita during the past ten years.

Alcoholic beverage purchases totaled $60.93 per capita in 1955, only $29.32 in 1940. But, 1940 purchases represented 4.99% of per capita income, while the larger dollar figure in 1955 was only 3.30% of per capita income.



Put more Selling "Horsepower" in your P.O.P. displays with KLEEN-STIK®

MOISTURELESS, SELF-STICKING ADHESIVE

If your present P.O.P. lacks the power to pull your sales load, hitch up to KLEEN-STIK! These lively, long-lasting, self-sticking displays *dominate* at the point of sale. Help your displays move more of your product by harnessing the selling power of KLEEN-STIK—"work-horse" of effective P.O.P.!



DRAMATIC . . .

That's the word for KLEEN-STIK — the versatile P.O.P. material that creates so many new, dramatic selling ideas!



LARGE OR SMALL . . .

Whatever size displays you need to tell your selling story, KLEEN-STIK will get 'em up and keep 'em up!



POWERFUL . . .

KLEEN-STIK'S famous moistureless adhesive sticks right on any hard, smooth surface — won't curl or peel despite temperature or humidity!



SPEEDY . . .

KLEEN-STIK displays go up fast and easy. They're all ready to go — just peel and press — no water, glue, or tape needed!



EYE-STOPPING . . .

Colorful KLEEN-STIK pieces win more attention because they win more and better locations—get posted where other displays don't.

WE DO NO PRINTING— so contact your regular printer, lithographer, or silk screen printer—he'll be glad to show you how America's leading advertisers are using KLEEN-STIK in its many forms!



SOLID KLEEN-STIK ADHESIVE



STRIPS & SPOTS



FACE-STIK



3-DIMENSIONAL DISPLAYS



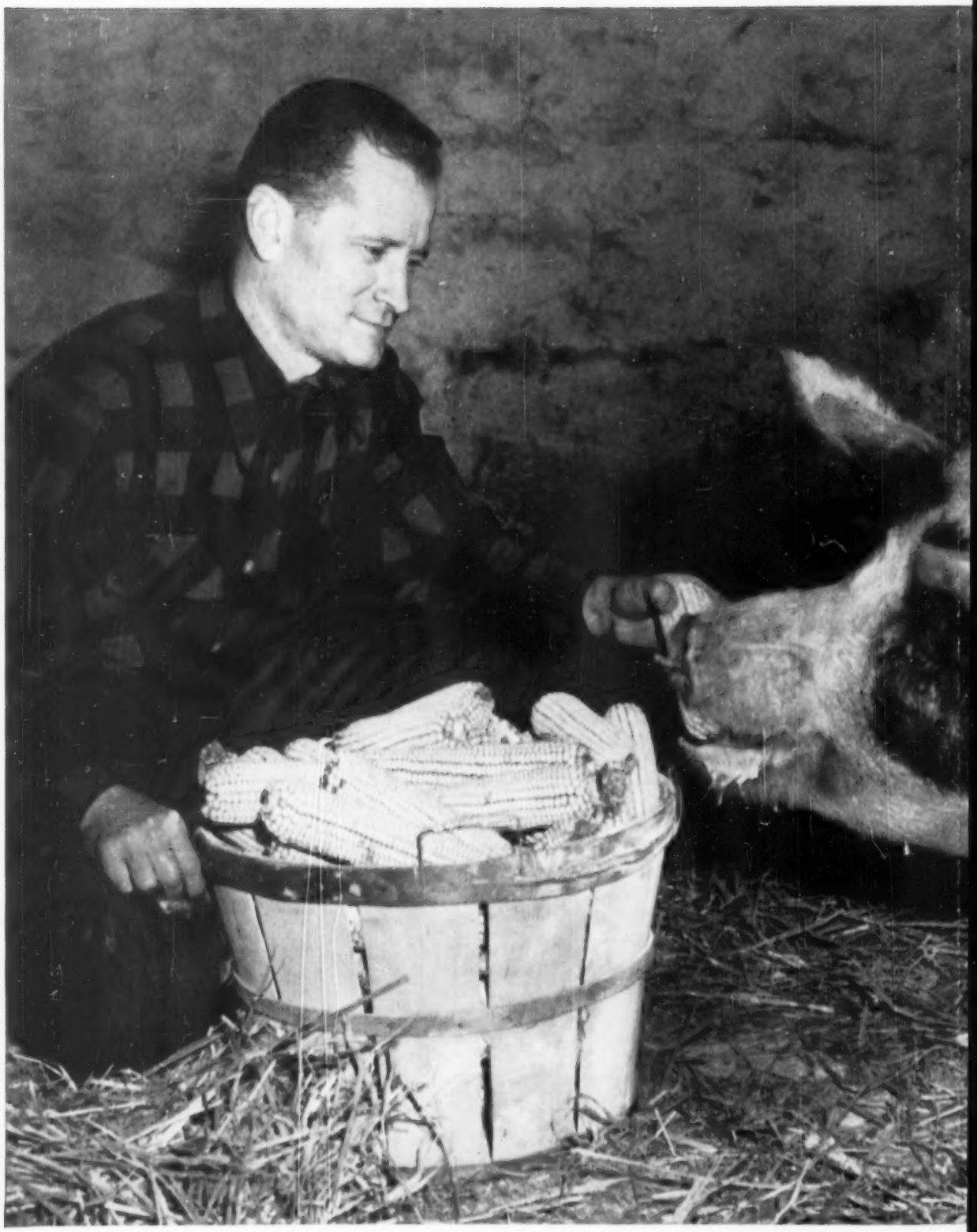
PRODUCT & PACKAGE LABELS

KLEEN-STIK Products, Inc.

7300 WEST WILSON AVENUE • CHICAGO 31, ILLINOIS

Pioneers in Pressure-Sensitives for Advertising and Labeling

Write today to join our "Idea-of-the-Month" Club — receive free samples of outstanding K-S jobs.



Don Pascal, shown here fattening up a prize porker, has a vital interest in this country's $5 billion corn crop, too. Last year, his company wet milled over 5 million bushels of corn to obtain starch.



"ADVERTISING HELPS FATTEN OUR SALES"

Says Don Pascal, Executive Vice President of National Starch Products Inc.

"It's difficult to say how many individuals influence the purchase of our broad range of products. We make starch specialties for the paper, food and textile industries, synthetic resins for paint and structural products, and starch and resin adhesives used in packaging and paper converting.

"With so many people involved, our sales force couldn't possibly cover all buying influences regularly. But business magazine advertising does the job—keeps our story in front of customers before and between salesmen's calls. It helps immeasurably in keeping our cost-per-sale down."

IF WHAT YOU MAKE OR SELL is bought by business and industry, you can build sales more effectively by using "mechanized selling." By applying business magazine advertising to the preliminary steps of any sale, you build interest, hold markets, establish preferences for your product. This frees your sales force to make specific proposals and sign orders. The most effective place to "mechanize" your selling is in one or more of the McGraw-Hill magazines serving your specific markets.

McGRAW-HILL PUBLICATIONS

McGraw-Hill Publishing Company, Incorporated
330 West 42nd Street, New York 36, N.Y.

Who are the stand-outs in Residential Air Conditioning?



...American Artisan Readers*

Check for yourself — in any market. It's the Key* Warm Air Heating-Residential Air Conditioning-Sheet Metal Contractors (the type of dealers you reach through AMERICAN ARTISAN) who are *Selling* and *Installing* the bulk of the Residential Air Conditioning.

WHY? Simply because these Key Dealers alone have all of the qualifications for effective selling of Residential Air Conditioning:

1 American Artisan readers have a prime prospect list in the millions of homes they previously equipped with warm air heating, the only type of heating readily adaptable to air conditioning.

2 American Artisan readers have continuous contacts with the builders, architects, and owners on new homes. As in the past, warm air heating dominates, and its counterpart — cooling — is the natural responsibility of the one installing the heating.

3 American Artisan Key Dealer readers have experience in all phases of air handling.

4 American Artisan subscribers have the ability to handle all planning, engineering, and installation work within their own organizations — have shop facilities and skilled personnel.

5 American Artisan readers have proved they know how to merchandise and sell equipment in this market.

To reach this top-volume outlet for Residential Air Conditioning, concentrate your advertising in AMERICAN ARTISAN. Cover these larger and more progressive dealer-readers by consistently selling them in the magazine they read — AMERICAN ARTISAN.

**The 20-25% of the dealers who do 75-80% of all the work in the field.*

ABP ABC



AMERICAN ARTISAN
KEENEY PUBLISHING CO.
AIR CONDITIONING HEADQUARTERS
6 N. Michigan Chicago 2

LETTERS TO THE EDITORS

Salesmen Wait "Minutes or Else!"

salesmen don't wait here

EDITOR, SALES MANAGEMENT:

I read with great interest the short article on p. 100 of your April 19 issue, "Purchasing Sees Salesmen Within the Hour—or Else!"

Patience, to a salesman, is more than a virtue—it is a necessity. However, it would seem that the U. S. travelling man must be blessed with far more than any man should be called upon to possess.

Several years ago I read in your magazine . . . that the average cost of a salesman's call across the country amounted to around $30 per call at that time. Today it must be much higher.

Recognizing this extra cost must find its way ultimately into the cost of materials, we inaugurated a recording system, without expensive recording equipment, to evaluate the waiting time for salesmen. I obtain a weekly statement showing a breakdown of all waiting times with special data on waits of over 10 minutes. Average of all waits for 1956 was 2.4 minutes, the weeks' reports showing a variation from 2.0 to 3.0 minutes. Well over 70% of our callers are received at once, and the other averages for last year were as follows:

WAITING TIME—MINUTES	0	−5	6-10	+10
Average Waiting Time	..	3.6	8.4	17.8

WAITING TIME—MINUTES	0	−5	6-10	+10
% of Callers	74%	10.5%	8.5%	7%

To attain these results, the buyer, in the first place, recognizes he is only one-half of a negotiating team and that the salesman represents an equally important other half; that the salesman's time is as valuable as his own. All excessive calls are scanned and arrangements courteously made to reduce these to a true minimum. Length of calls are cut to that amount necessary to conduct business in hand without being abrupt. We have had the usual excellent cooperation from our callers.

Incidentally, our weekly purchases are rather higher than those of the company you report on and due to the nature of our diversified business, we cover a vast range of supplies, raw materials and equipment.

To us it is a question of "Minutes —or Else!"

Eric J. Wain

General Purchasing Agent
Canadian Industries Limited
Montreal, Quebec
Canada

the seventh fear

EDITOR, SALES MANAGEMENT:

Congratulations to Mr. Irving J. Rosenbloom for his fine article, "What's Your Prospect Afraid Of?" in your May 3 issue . . . [p. 54].

There was, however, one omission in the article that I think could be the subject of another very fine story for a future issue.

On p. 57 towards the bottom of the page under "The seventh fear that lurks in the mind of all buyers is the fear of hurting a present source," that was summarized in one sentence, "There are many ways to counteract this factor." However, there was no direct mention of any ways, and I think that would make an excellent future story.

Ivan W. Davis

Collegiate Cap & Gown Co.
Champaign, Ill.

telephone tips

EDITOR, SALES MANAGEMENT:

We think your article . . . "Tips on Telephone Techniques That Build Sales and Good Will" is excellent [March 15, p. 120].

M. A. Hamman

Bunting
Toledo, Ohio

distributor to management

EDITOR, SALES MANAGEMENT:

Please convey our congratulations to Mr. R. M. Pore for his very fine article which appeared in the April 19, 1957, issue of SALES MANAGEMENT [A Letter to a Marketing Manager, p. 124].

Mr. Pore's letter to market man-

(continued on page 23)

THE INQUIRING ADVERTISER:

"What! I'm Missing 40% of the Market?"

Answered by Harold Walker and Bert Ferguson, of Radio Station WDIA, Memphis

***QUESTION:** Why am I missing over 40% of the Memphis market, and how can I best advertise—to reach—and sell—this market?*

Mr. Walker: You may well have been missing over 40% of the Memphis market—the Negroes in the Memphis trading area—if you haven't realized that this market can be sold effectively, *as a unit*, through one medium and one medium alone. WDIA.



Mr. Ferguson: Low Negro newspaper and magazine readership and the low percentage of television ownership among Negroes mean that the Negro cannot be reached effectively with these media. WDIA, the first radio station in this area to broadcast for Negroes only, programs *exclusively* to the Negro. And in its coverage, WDIA, the only 50,000 watt station in the Memphis area, reaches 1,237,686 Negroes—*over one-tenth of the Negro population of the United States!*

Mr. Walker: Memphis Negroes consider WDIA *their* station. Its all-Negro staff entertains for the Negro alone, and exerts an unmatched personal appeal to command his unswerving loyalty! He buys the products advertised on *his* station.

WDIA

Mr. Ferguson: And he is buying more goods because he has a higher comparable income than Negroes in any other area in the whole country!



Mr. Walker: Last year, with total earnings of $616,294,100, Negroes in the Memphis market spent on the average, 80% of this income on consumer goods. Negroes buy 63.8% of all the flour sold in Memphis . . . 52.5% of the shortening . . . 45.6% of the women's shoes!

Mr. Ferguson: WDIA delivers this portion of the Memphis trading area to you as a unit. It's a ready-made audience, and a ready-made market.

Mr. Walker: WDIA consistently carries a larger number of national advertisers than any other radio station in Memphis. Its high-powered salesmanship has rolled up high volume sales and profits for scores of such national advertisers as *Procter and Gamble, Nabisco, General Foods* and *Ford!*



Mr. Ferguson: Write us today and tell us about the product you want to sell. WDIA's unmatched combination of personal appeal and hard-hitting salesmanship can mean increased sales for you!

Mr. Walker: Let us show you how WDIA can deliver—as a unit—the Memphis market you've been missing!

WDIA is represented nationally by John E. Pearson Company

Quiet

More and more advertisers are coming to agree with The New Yorker's belief that common sense and dignity* create more effective selling tools than superlatives and exaggeration—especially when directed to The New Yorker's intelligent audience.

*A publishing principle which has guided The New Yorker for thirty-two years.





THE NEW YORKER

New York, Chicago, London, San Francisco, Los Angeles

agement was very well thought out and direct to the point. It definitely has given us an insight into the distributor's problems and we, for one, intend to help eliminate some of the existing situations which he has outlined.

J. W. Greenen

Manager
Replacement Sales
World Bestos
New Castle
Indiana

letter to a marketing manager

EDITOR, SALES MANAGEMENT:

May we have your permission to reproduce for use in our own sales organization the excellent letter that appeared in your April 19 issue written by R. M. Pore? [A Letter to a Marketing Manager, p. 124.] We think that this should be read by all of our sales people who call on wholesalers.

E. C. Rautenberg

Assistant General Sales Manager
The Celotex Corp.
Chicago, Ill.

back to the gym

EDITOR, SALES MANAGEMENT:

Thanks for running the fitness story in April 19 issue. [Make Fitness Your First Order of Business, p. 112.]

It moved me off dead center. Took gym clothes and re-joined YMCA after 6 months absence!

Will Barbeau

Noyes & Co., Inc.
Providence, R. I.

emotional blocks to sales

EDITOR, SALES MANAGEMENT:

I read with interest your article "When Salesmen Fail to Produce, Look for Emotional Blocks" in the March 1 edition . . . [p. 44].

We believe that this article would be good material to distribute to our sales managers, and wonder if reprints are available.

A. B. Campbell

Business Manager
Sales Department
Ralston Purina Co.
St. Louis, Mo.

WOMAN CREATES DESIRE—
YOU SATISFY DEMAND



Boy meets Girl. Girl creates Desire. Boy Marries Girl.

Girl reads Good Housekeeping. Girl desires new dress shown. Girl gets dress.

... And so it goes, ageless and endless—this powerful process of desire begetting demand.

If a woman sees pages of taste-tempting recipes in Good Housekeeping, with color so rich she can *smell* the dish, isn't that the place and the time to tell her about your catsup? When she sees a pretty room arrangement, or an exciting kitchen idea in our pages, isn't that the time and the place to tell her why *your* product would be perfect in the picture?

As you very well know, the time to ask a woman the Big Question is when she is in the Mood. Our new "Buying Mood Study", using the most advanced psychological techniques, reveals what women *really* think about advertising when they have been pre-sold (or *not* pre-sold) by editorial stimulation. Ask us for a copy today.

And remember—more than 11,250,000 readers search our pages each month, eager to be satisfied. Don't resist them. We know how to stimulate their desire. We tell them what and why and how. All you have to do is tell them *which*. Tell them in Good Housekeeping, the magazine that has a passion for creating desire in customers. Satisfy their urge—call Good Housekeeping, Fifty-seventh Street and Eighth Avenue, New York.



'News' Principle: Get th

RAIN

Lots of rain makes plants grow. Must rain a whole lot on the Chicago Daily News because our circulation is growing by leaps and bounds. Daily average circulation for the six months ending March 31, 1957, was 614,098 . . . an all-time record. Forecast: for all advertisers—a heavy downpour of sales results.

CHICAGO DA

The Independent

600,000 Families . . . Largest Evening Circu

PUBLISHING PRINCIPLE

Independent Approach Gives Readers Facts

Integrity Pays Bonus to Advertisers

Editor and Publisher John S. Knight laid down a simple principle in 1944. He wanted to get the truth and he wanted it printed in his newspaper.

As such, the Chicago Daily News takes seriously the obligation to be the eyes and ears of its readers when temptations become too great for the custodians of public trust. Responsibility like this involves "diligently digging into the operations of government at every level, and comprehensive investigations of chicanery and injustice."

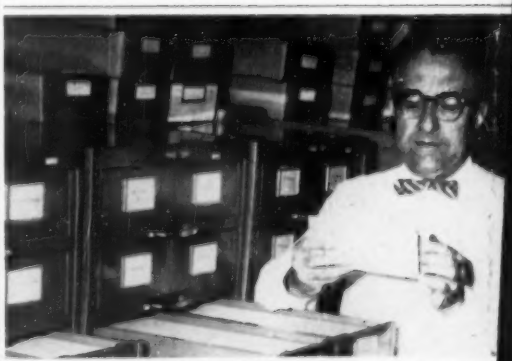
• • •

THIS IS EXACTLY what the "News" did in uncovering the Hodge scandal. By doing so, the Daily News performed a real service to its readers, community and state. Its fearless reporting clearly points out the important function of a newspaper—and what it means to you.

Incidentally, the "News" doesn't confine its Pulitzer-winning endeavors to the State of Illinois alone. In 1951 Daily News foreign correspondents, Keyes Beech and Fred Sparks, were named winners of the 1950 Pulitzer Award for international reporting.

Service like this is why readers of the "News" have confidence in their paper—in its reporting and in the ads it carries.

DAILY
PULI
FOR H



George Thiem, Springfield correspondent of the Daily News, led the investigation that resulted in exposure of the Hodge scandal. Thiem had previously led

the Truth and Print It

DAILY NEWS
nt Newspaper
ircu lation in Chicago and Suburbs
5¢
FINAL MARKETS
RED STREAK

Y NEWS WINS
ITZER PRIZE
HODGE EXPOSE



n investigation that won the
e in 1950—for revealing pay-
in the state administration
ght H. Green.

Cited for Uncovering Scandal In State Auditor's Office

The Chicago Daily News has won its 10th Pulitzer Prize.

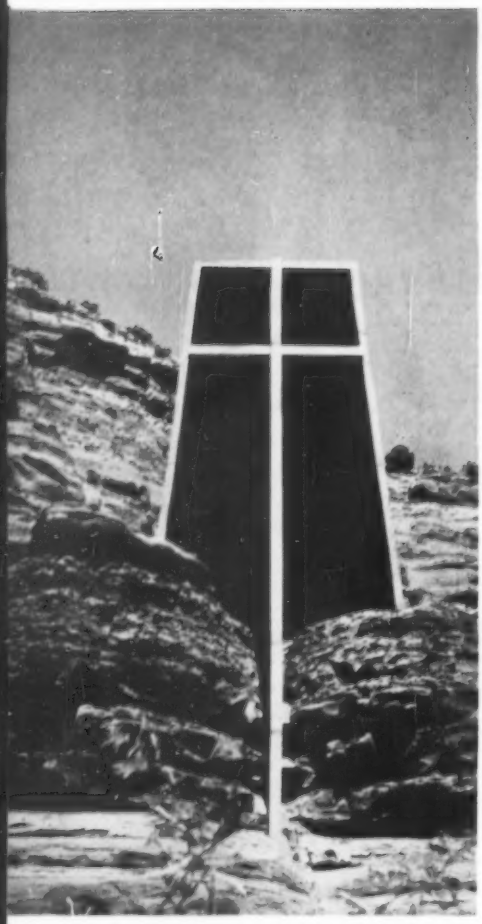
This time the award was for meritorious public service in exposing fraud in the office of Illinois state auditor Orville E. Hodge.

• • •

THE NEWS was cited by the trustees of Columbia University for "determined and courageous public service in exposing a $2.5 million fraud centering in the office of state auditor of Illinois, resulting in the indictment and conviction of the state auditor and others. This led to the organization of state procedures to prevent the recurrence of the fraud."

The award was one among 14 Pulitzer prizes in letters, journalism and music.

Commenting on its prize, Daily News spokesmen said the award is a "tribute to the great staff" that dug out the Hodge scandal.



Chapel of the Holy Cross, Sedona, Arizona
Architects: Anshen & Allen
October 1956 issue of Architectural Record
Photographer: Julius Shulman

Brazos County, Texas, Courthouse and Jail
Architects: Caudill, Rowlett, Scott & Associates
January 1957 issue of Architectural Record
Photographer: Ulric Meisel

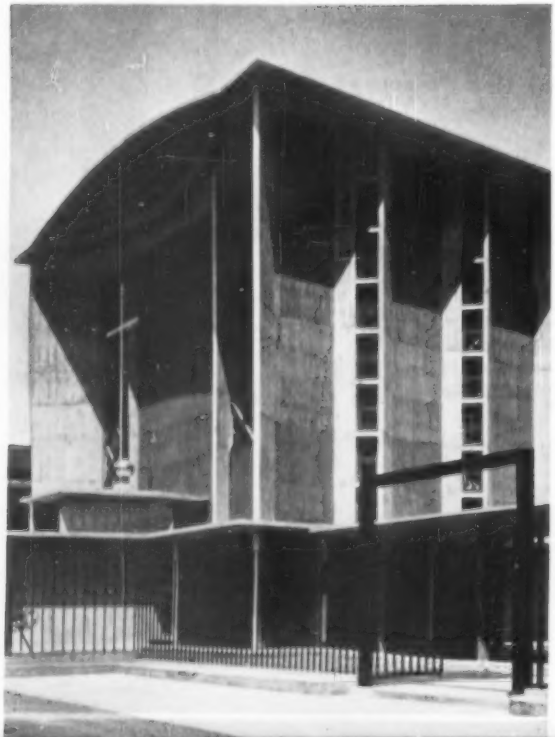


Before

the judging...

ALL SIX FIRST HONOR FOR PUBLICATION

St. Anselm's Priory, Tokyo, Japan
Architects: Antonin Raymond & L. L. Rado
November 1956 issue of Architectural Record
Photographer: F. Murasawa

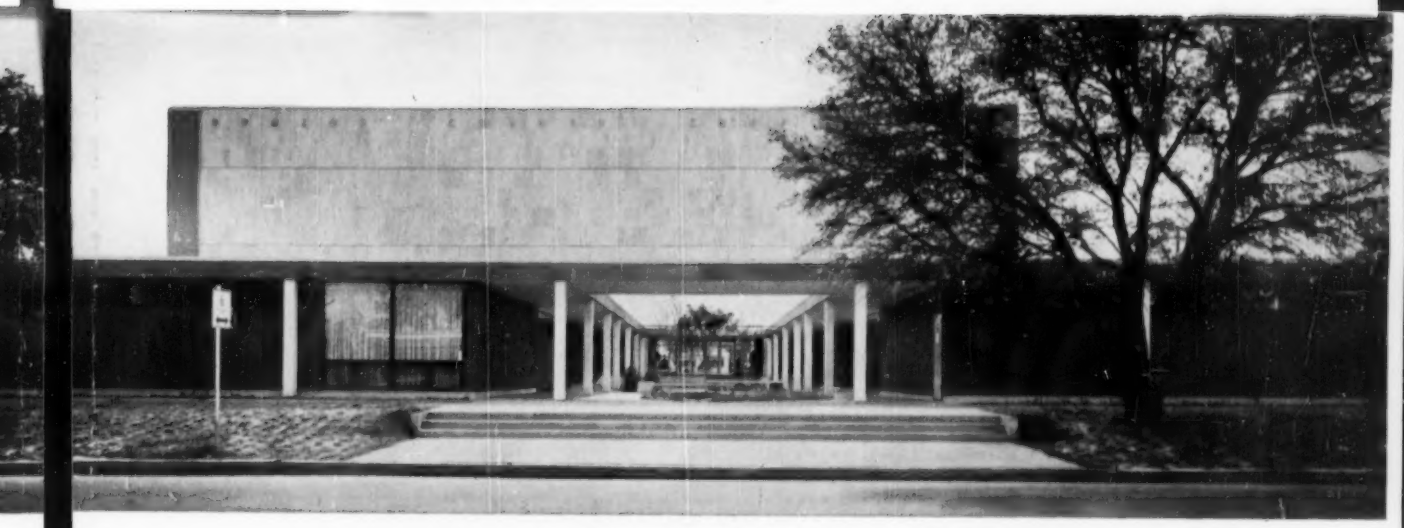




Middlesex Mutual Building Trust Office Building
Waltham, Massachusetts
Architects: Anderson, Beckwith & Haible
February 1957 issue of Architectural Record

House for Mr. and Mrs. Eliot Noyes
New Canaan, Connecticut
Architect: Eliot Noyes
Record Houses of 1957 (Mid-May issue) of Architectural Record
Photographer: Ezra Stoller





AWARD BUILDINGS WERE PICKED IN ARCHITECTURAL RECORD!

The six buildings shown here won First Honor Awards in The American Institute of Architects' 1957 Program of National Honor Awards "for exceptional merit in recently completed buildings."

Significantly, of these six top winners (from a field of 344 entries) *five were featured in Architectural Record before the A.I.A. awards jury met—the sixth scheduled for publication!**

A striking instance of the editorial alertness and sure grasp of what is most significant in architecture that has enabled Architectural Record to enroll as subscribers *more architects* and *more engineers than any other magazine in its field.*

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Architect: Warren H. Ashley
September 1956 issue of Architectural Record
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Can a Planned Personal PR Program Help You to Win Promotion?

The answer is "Yes, but . . ."

- You must understand the true meaning of the term "public relations."
- You must have what it takes to win a bigger job.
- You must appreciate need for tact, good taste.
- You must be able to take recognition, when it comes, without allowing it to go to your head.

By JOHN W. MILFORD*

Do you feel that a bigger job in your company could be yours if top management could be made more aware of your talents . . . or more aware of what you could contribute if granted wider scope?

If so, you're on the threshold of a step that many of today's industry leaders took years ago. Call it by whatever name you like, it's the step toward a planned personal public relations program designed to improve your opportunity for personal advancement. In taking it, you'll do well to follow the principles of good public relations practice.

Public relations is one of the inescapable facts of life. It isn't something you take or leave at will. It's something you have whether you know it or not, whether you like it or not. In a-b-c terms, it means, simply, relations with your publics. Note the plural. You have a number of publics, not just one. Think of the various groups with which you come in contact — your fellow-employes, your social set, your religious group, your residential community, people you buy from or sell to, your business associates. All these are group publics; they all fit into your public relations picture.

Every member of a business organization, no matter what his rank, has a *personal* public relations problem — with his top management, his peers, his subordinates. Even a chairman has a public relations problem with his board and stockholders. It's a part of his personal business life that he must manage effectively if he is to maintain his company position.

If most big businesses find it wise to employ specialized talent on behalf of their corporate public relations programs, is the same general principle applicable to an individual?

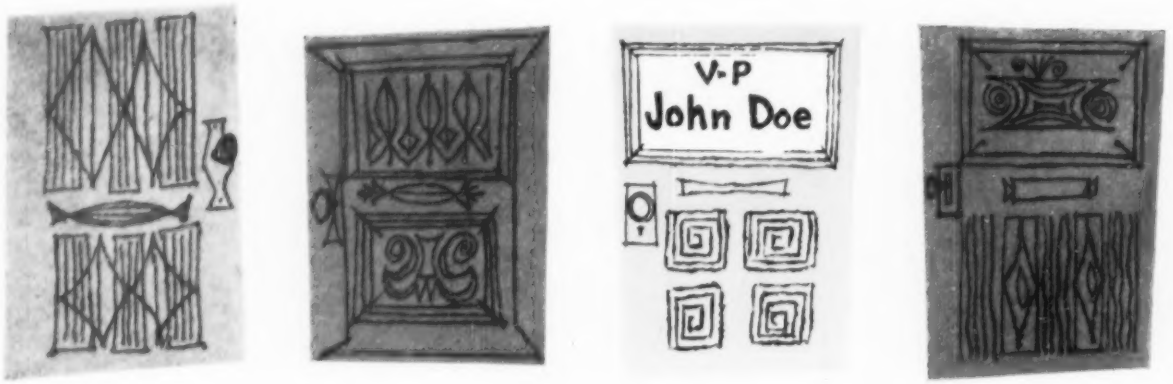
The answer is a carefully qualified "Yes." One of the chief provisions is this: Such a program must be conceived with a full understanding of the difference between a personal *public relations program* and a *publicity campaign*.

Four queries may immediately arise in your mind:

1. Is a personal public relations program a kind of tactic that only a super-egotist would employ?

Not at all. It is, rather, a course of dedicated action that everyone who wants to succeed in business or social life can and should follow in one form or another.

*The author of this article is the president of J. W. Milford & Co., Inc., a long-established public relations counseling organization. Here he draws upon more than a quarter-century of experience with organizations in a variety of fields.



2. Can such a program be seriously regarded as a legitimate means for attracting favorable attention to oneself, either from the top brass in one's own company, or from other management people scouting for executive talent?

Certainly! It's a proper medium for winning recognition and good will of those with whom one now coexists, or would like to at a future time. A public relations program is simply a plan for doing right, having the right people know about it, and getting credit from them for it. It is not, as some uninformed people believe, an artful scheme for smoke-screening reprehensible activities. The latter operation is the direct antithesis of true public relations activity.

3. Isn't there an element of risk in almost any public relations program frankly designed for personal build-up?

There are inherent risks in any spotlighted activity. We'll touch on some of them later. But the potential benefits far outweigh the hazards. Actually, the greatest handicap to career-building is a do-nothing policy.

4. What are the key factors in making such a program pay off?

There are three: First, a man must have abilities. Second, he must be able to recognize or create exploitable opportunities. Third, he must be sufficiently self-disciplined to follow faithfully a prescribed plan.

At this point, let's clear up a rather common misconception. To many people, the terms "public relations" and "publicity" are synonymous. Actually, they don't mean the same thing at all.

Public relations, as we have pointed out, is a state of relationship — relationship with the public. And a public relations *program* uses procedures calculated to make that relationship a mutually satisfactory one.

Publicity, on the other hand, is "the state of being public, or the act or fact of making public." Thus, it is simply one of many tools of public relations. Its function is to convey news and information designed to mold favorable opinion. Publicity as an instrument so used must always be backed by a policy and program; otherwise it may completely miss the target. Without public relations planning and guidance, publicity can be like a power saw in the hands of an unskilled do-it-yourselfer. It may make a lot of noise, but can do a lot of harm.

Where Does the Company PR Department Fit into The Plan?

Most large organizations now operate publicity or public relations departments—in many cases, both, with divided responsibilities. These departments are responsible for all news of the company and its personnel. Additionally, many companies employ outside public relations counsel who complement the internal operation.

As noted in this article, the personal public relations program should aid and support the departmental function.

Company public relations or publicity departments, or outside counsel, usually welcome an opportunity to boost an individual who provides legitimate grist for the public relations mill. They can be valuable assets to the personal public relations program.

An effective personal public relations program might be said to take its cue from good selling practice: What does the "customer" want? What is management looking for?

An over-simplified reply might go like this: Management looks for ability and leadership, for conceptual skill: ability to view the enterprise as a whole; ability to understand corporate objectives and relate them to planning; ability to bring fresh, analytical thinking and solid judgment to old and new problems.

If any or all of these abilities are yours, you *are* a candidate for promotion, and you have the basis for deciding what to do to gain attention of the kind that can be helpful.

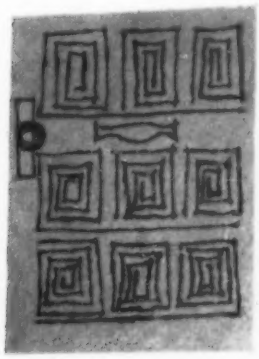
You are, that is, unless you're "not the type" in terms of personality, or unless you've already spoiled your chances by alienating those whose support you need. Another thing: Not every organization offers favorable opportunities. These are matters for objective individual determination.

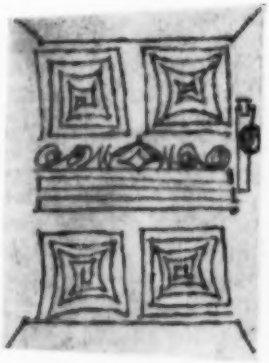
Assuming, however, that all natural auspices are favorable, how do you formulate an effective personal public relations program?

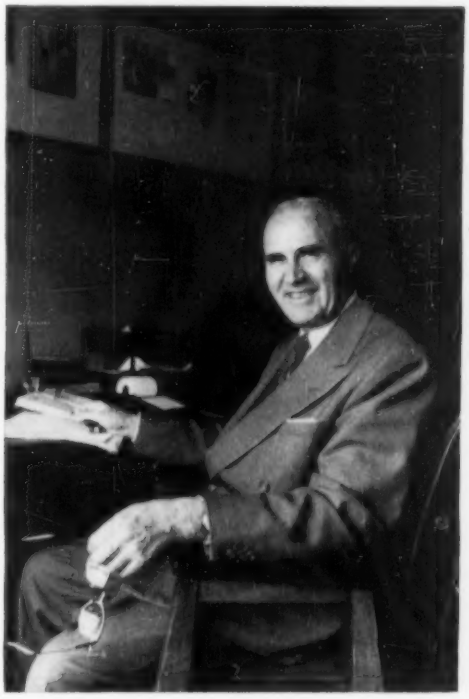
First of all, you must understand what it is that you must do, why you must do it, and that you *will* do it. Unless you get this basic concept firmly in mind, you'll never get off the ground. Fundamental rules of public relations do not submit to compromise.

Programs are based on principles. It is an accepted principle of business that an employe represents a company investment. As such, he must increase his value to the organization before it will give him a bigger, better paying job.

The ingredients of the basic formula for a personal public relations







GUY GILLETTE—LENSGROUP

"EVERY MEMBER of a business organization, no matter what his rank, has a personal public relations problem—with his top management, his peers, his subordinates."—John W. Milford

program in business are: 1. Performance that establishes merit; 2. plus-value activities that indicate promotion-deserving capabilities; 3. communication (publicity) that transmits the right information to the right people in the right way.

At the outset, you must decide that you're going to live, work and think more in terms of a third dimension. And that you're going to apply that approach to everything you do and say. The third dimension, of course, is depth. You must penetrate — in depth — the consciousness of those who are in a position to influence your career.

Will this mean operating in a figurative strait-jacket? Will it radically alter your present living pattern?

Not necessarily. Outwardly, there must be no indication of change in your philosophy or strategy, else you may arouse stultifying comment or repressive reaction. Essentially, you must remain yourself. However, you must be a more purposeful self who looks ahead, plans ahead, and implements the planning with creative action.

Concerning the matter of policy, you may have seen the note that went down the line in many a large company some years ago. It went something like this: "Let us remember that anyone who telephones, writes or visits us, provides an opportunity to build good will for our company. Let's not abuse the opportunity. Let's not rebuff the one who offers us this privilege."

This admonition, I happen to know, served as the personal public relations credo of the board chairman of one of America's largest commercial organizations. He knew that he was constantly seen and talked about by many people, that every impression he made as he went along either helped or hurt him. And he made it a point to do all he could to make every impression and comment, favorable.

He once said: "I try always to think twice before I act or speak, and to avoid doing or saying anything that I would not want to see reported or quoted on the front page of *The New York Times*."

The executive aspirant must be no less careful. More so, perhaps, because his footing isn't so secure, and minor mistakes can trip him up more easily.

One of the mistakes most easily made is "stepping out of line." Large, line-type organizations have definite, if unwritten, rules governing such matters. The man who brashly puts himself too far forward is likely to have the whistle blown on him. There are abundant ways to gain attention without infringing the rules.

Now let's direct some thought to program specifics. Just what can you do to put yourself "out in front," and how shall you go about it?

Let's assume that you're a junior executive.

Your No. 1 business public is comprised of the members of your immediate department. Your No. 1 job is to win their good will and respect, else they'll never give you full support when, and if, you become their "boss." You'll go far toward getting them on your team if you go out of your way to interest yourself in them and their problems, without being ostentatious or patronizing.

But that's not enough. You must use your department as a staging area and stepping stone. Here is where you undergo primary judgment.

Does your department have periodic meetings at which current or projected plans and programs are discussed? These occasions offer a fine chance to *show that you know.*

One department head of a big company "got there" partly because every time a meeting was announced, he'd make it a point to find out what was going to be discussed. Then he'd study up on the subject or, if he knew the answers, he'd carefully plan and rehearse a commentary. He learned how to present these commentaries in a manner that made a favorable impression.

There is no gainsaying the importance of ability to speak before groups. Lack of it may form a crippling handicap. A man may have sound ideas, but if he cannot articulate them at the right time and place, he automatically gags himself.

We know of several men who took the next step up the line by showing the kind of initiative management looks for but all too seldom finds. These men were doing good work, but wanted something better. Spot-

(continued on page 110)



The NIAA'S Top Banana

He's Richard C. Sickler. A fortnight ago he was elected chairman of National Industrial Advertisers Association which puts him in the driver's seat of the most influential industrial advertising group in the world. Dick Sickler, a warm, human guy with the soft-spoken manner grown out of years in Delaware (he's an assistant division manager in the Advertising Department of E. I. du Pont de Nemours & Co.), was born in Wilkes-Barre. He joined Du Pont in '43, was placed in charge of advertising for the Explosives Department and, four months later, the "Kinetic" Chemicals Division of the Organic Chemicals Department. Today he works on advertising for Electrochemicals, Pigments, Explosives, Organic Chemicals, Photo Products and Polychemicals! It's a far cry from his college training: His degree is in mining engineering. But his first job was with Bethlehem Steel Co. in its advertising department. Between then and now he's worked for a forge and tool works and a coal company. Sickler is a member of Pi Delta Epsilon, honor journalism society, and of Phi Sigma Kappa, social fraternity.

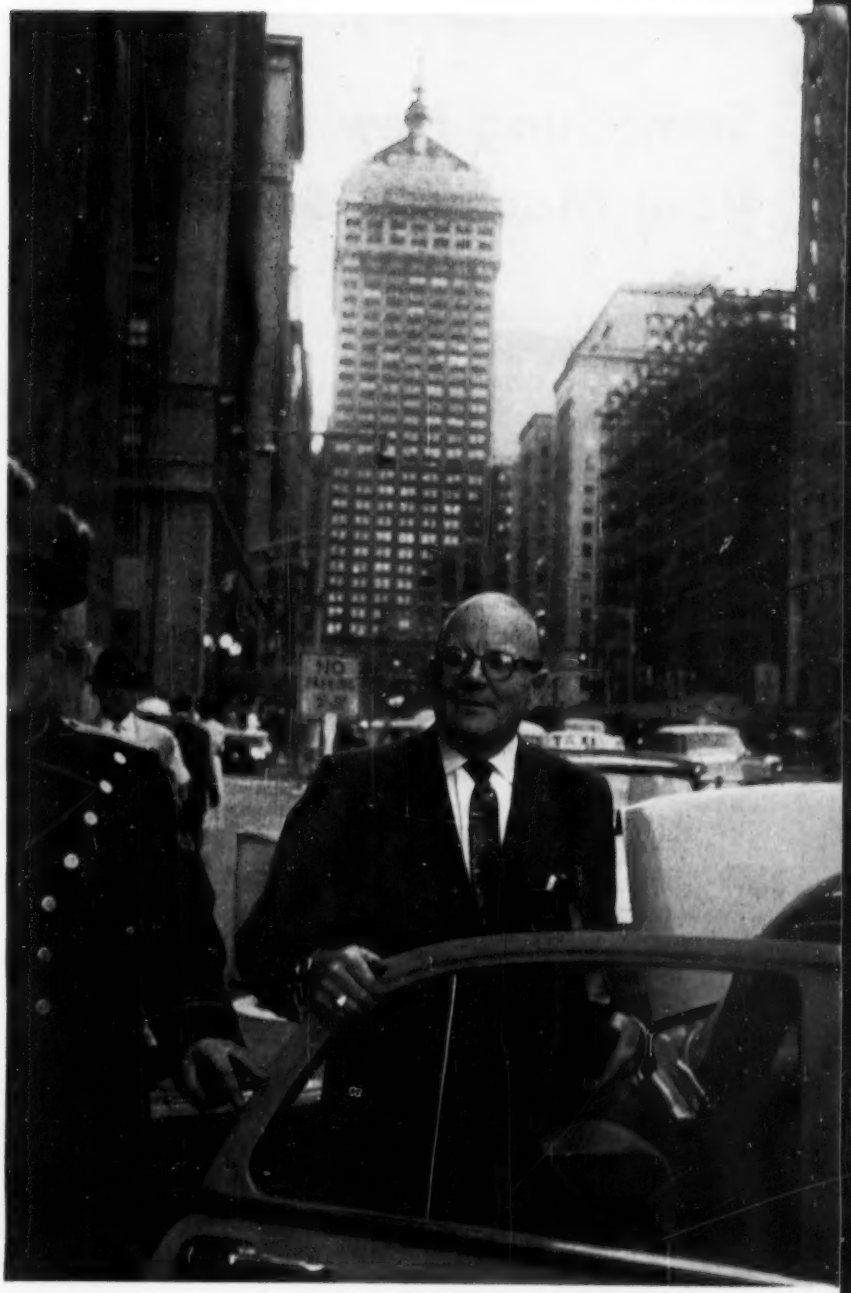
The Way Up Was Steady

Nelson Bond has just seen another chapter written in his steady climb upward to Influence: Recently this big (over six feet, around 200 pounds) and forceful executive v-p, Publications Division, McGraw-Hill Publishing Co., Inc., was named chairman of Associated Business Publications. Bond's real career took flight in 1945. At that time he was named advertising manager of *Business Week* after a sales apprenticeship that began in 1926 with McGraw-Hill. He joined the firm after he was graduated from Lehigh University, worked in various capacities on several of the company's magazines before he joined the sales staff of *Business Week* in '38. He grew as the magazine did. A man whose quick thinking and ease of expression would wear down a crack stenographer, he is one of the best-known figures in the business publishing world. He's almost equally well-known in advertising circles. A director of the Advertising Council and chairman of its Business Paper Advisory Committee, he will be a valuable executive for ABP.



THEY'RE IN THE NEWS

BY HARRY WOODWARD



GUY GILLETTE—LENSGROUP

The Salesman

They all laughed when Glenn Fouche announced he was going to "retire" a year or so ago. "They" were so right: He's just been named chairman of the National Sales Executives, Inc. Even Fouche, who's also v-p of *Parade*, knew he couldn't actually retire. (He's about as retiring as Jim Farley.) For 22 years he was president of Stayform Co., sold the business to his employes "who helped me make it." His old friend "Red" Motley won him by hitting him "where I live": Red convinced Fouche that he had an obligation to go out talking to high school groups and other spheres of future influence on what the Free Enterprise system offers. And that's part of what he does in his work for *Parade*. Broadly speaking and in Red Motley's words, Glenn is working at big ideas. "There's not enough attention paid to marketing as a science," says Red. "There's a real contribution to be made here and Glenn, like me, will try to contribute." Fouche was born in Nebraska, where his Methodist parson dad was an Indian agent. He's been in sales all his career except for four years when he managed a theatre.

Something New in Wine Promotion: Paul Masson's "Spring Wine Festival"

An old-world tradition is borrowed to publicize a winery and to advance the education of the public in a product it still knows surprisingly little about.



The portal of the Paul Masson vineyard main building—once a church portal—overlooks gaily costumed dancers whirling to the strains of European music. And all the while, the wine flows freely. Most of the festival activity occurs here.

Paul Masson, Inc., has a complex selling job, one which it is tackling in an unorthodox, colorful and effective manner—with feast and festival.

Before Paul Masson's sales department can begin to do for its fine wines and champagnes what most firms do for their products right from the start—simply sell the advantages of their brand over others—the winery must first take these steps:

1) Sell wine as a healthful, pleasant beverage of moderation.

2) Sell the use of wine to Americans who have no wine tradition.

3) Sell the now proven fact that California produces premium wines which are the equal of imported varieties and which frequently are given preference when tested by taste panels.

Paul Masson's problem is, of course, the problem of that section of the California wine industry specializing in premium wines: They face formidable competition from foreign wines. For many persons, glamor attaches to something brought from afar, even though it may be no better than something obtainable close to home. This human weakness can really penalize the domestic wine makers.

The premium group is doing some dramatic things to protect itself. One of these has been the staging of taste tests in which a panel of contestants tastes both domestic and imported wine of various types, tells which is which, which it prefers. Happily, the celebrities and authorities chosen for the panels have seldom been able to tell the wines apart, and have often preferred the California product. Naturally, such results give the domestic wine makers promotional material.

Paul Masson has taken part in these and similar events; now it is promoting an affair that in a short time has won some magnificent publicity for the premium wine industry of California—and for the Paul Masson name.

The winery is sponsoring and introducing to this country the Spring Wine Festival. This is an old-world tradition dating back to Greek and Roman times and well known for centuries in wine-making areas of Europe. It is a celebration of the first tasting of the new wine—the "young" product of the previous year's vintage. In European countries it has been the custom to celebrate this date with dancing, music, poetry, and feasting. Last year, Paul Masson reached the 100th anniversary of the opening of the first bottle of champagne it produced. The management (currently composed of John F. O'Connell, president; Otto E. Meyer, vice-president; Hans Hyba, champagne master; Kurt Opper, wine master; Ernest Mittelberger, director of sales promotion and advertising) wanted to celebrate the occasion with an appropriate event. "And what theme could be more suitable than the merging of wine traditions from many lands into



Eager to celebrate the "opening of the vats," the crowd of festival visitors follows a horse-drawn wine barrel up a hill.



Rolling California hills forming a backdrop for old-country cultivation transport visitors to the old world wine making.

an American tradition, especially a California tradition of wine?" asks O'Connell.

With this in mind, the winery brought together folk groups representing the major wine-producing countries of Europe. They came to the vineyards—2,000 feet high in the Santa Cruz Mountains near Saratoga—in native costume, and performed songs and dances relating to wine. There were a French, Italian, Austrian and a Portuguese dance group; a German "sauerkraut band," and singing groups from Switzerland and Portugal. The celebration, held March 25, 1956, was attended by notables, wine people, guests and friends of the winery, representatives of the press. The original plan called for a relatively small party. But it developed that millions of people the country over were given the opportunity to join in—at least visually. What happened was that a public relations man serving the Wine Institute told someone at NBC about the celebration, and it was picked up for telecasting over 180 stations on the "Wide, Wide World" show.

Most of the 300 invited guests at the vineyard were familiar with wine making and wine lore; but those who witnessed the celebration on TV were, in most cases, seeing a winery and learning something about wine for the first time. With General Motors supplying the time and Paul Masson the talent, here is what NBC viewers saw:

The mountain vineyards, the Santa Clara Valley and points of interest in the area; the cultivation of steep vineyards with horses and by hand; old vines planted 75 years ago; the pruning and grafting of vines and planting of young vines . . . a special demonstration of how grapes are crushed and pressed after the autumn harvesting season; the fermenting vats; the aging cellars full of small oak casks and puncheons; sampling with the "wine thief" . . . the filtering and bottling of aged wines; the tasting of new wines by the champagne master and the wine maker to determine relative merits of each . . . and an old cooper working at the schnitzelbank.

There were question and answer exchanges between Roy Neal, director of the show, and Otto Meyer, vice-president in charge of production at the winery, and brief talks by the president and vice-president of the firm. Technical discussion was avoided and the following facts emphasized:

1. Wine is a natural product made from grapes. Therefore, it is properly referred to as grown, not manufactured.



A moment of suspense and a moment of truth is lived by each visitor as he tastes the quality of the new wine.



Dancing and revelry keep the spirit of celebration constant; a spirit which pleases the palate of each festival visitor

2. Wine is a beverage of moderation, as substantiated by biblical reference as well as scientific works.

3. Wine serves a multitude of purposes. It is used between and during meals, but also in countless mixed drinks, punches, etc., both hot and cold and in cooking.

4. Varietal wines are made from varietal grapes grown in distinct fields. Each varietal wine acquires its character from the very vineyard in which the grapes are grown.

5. California premium wines are the elite of the state's wines and constitute only some 4% of total California wine production.

6. California premium wines are equal in every respect to the finest foreign wines.

The program served as a preview of the first Spring Wine Festival (planned as an annual event) which was held on May 12 of this year. At this affair, the 500 or more guests of the winery dined outdoors on barbecued steaks and tasted the new wine after the tapping of the wine vats. The guests came almost as brilliantly dressed as the members of the folk dance groups who were in Austrian, Portuguese, French, Swiss, German and Italian costumes.

Executives of the winery explain: "Basically, our Spring Wine Festival was supposed to be a sort of family affair . . . for the neighbors and fellow vintners from the Santa Cruz hills and valleys, and for the workers who guide the horse-pulled plows across the steep vineyards. This event, however, got pleasantly out of hand and included a wider group of friendly wine tasters from the arts and sciences, industry, the press and politics. They saw, for the first time, the great underground cellars of a vineyard cooled by underground springs, and watched the demonstration of grape pressing by the time-proven method of wooden hand presses."

Low Pressure Promotion

O'Connell observes: "I think a festival of this kind will help glamorize California wine and its fine but not-too-well-known traditions."

This is low pressure promotion. Nevertheless, Paul Masson executives consider the beneficial effects to be incalculable. Mittelberger calls the response to the 1956 televised celebration "really tremendous." He says:

"We have ample evidence that many people—dealers and consumers—remember Paul Masson from the day they saw our program last March on TV. From that first contact, our name and product have remained fixed in their minds. Although the winery has a 100-year history, it had been known up until 1948 mainly in California."

After that date, the company expanded its distribution into selected areas of the United States as its aged stocks of champagnes and other fine table wines permitted. Because in recent years Paul Masson wines have been marketed nationally and the markets extended, last year's publicity was particularly opportune.

Sales of Paul Masson wines have increased 21% during the past year. There is no doubt that some of the increase is due to the Festival program. But the management is not looking for direct or rapid results. Vines and wines take a long time to grow, a long time to age.

"Why not approach the promotion of our product in the same spirit?" is the philosophy at the winery. This is not in contradiction to a thoroughly modern program of packaging and merchandising. "The two approaches can be complementary," observes Mittelberger. And at Paul Masson they're proving it. **The End**

The Life and Land of Paul Masson

Paul Masson was a gourmet who produced his wines to satisfy his own taste. The present owners of Paul Masson, Inc., no doubt feel that their "Spring Wine Festival" would also please Masson were he still alive.

After coming to this country from France in 1878, Masson put his Master Vintner's experience to work for a California winery. It wasn't long before he had changed three important things: the site of the winery, the last name of the boss' daughter — to Masson, and the name of the firm—to Paul Masson.

A canny and shrewd businessman, Masson was also a legendary host. As a winemaker, he was of "vintage stock." He refused to degrade his product to the taste of what he called the "ignorant American palate." "Good wine makes good friends," he said, "and bad wines, bad."

If the wine satisfied Masson, it *was* good wine. On one of his frequent European trips, he entered the Paris wine judging contest and won it—the only time the coveted honor ever left France.

Even as he neared his last days, Masson made sure he enjoyed the good things of life. When his daughter scolded him for drinking wine, his reply was, "The doctor has advised me that I must have two quarts of liquid a day to stay healthy . . . and he did not specify what kind."

Though Masson died in 1940, his name is still very much alive in the wine industry. The Paul Masson vineyard domain includes 640 acres on the eastern slopes of the Santa Cruz Mountains and 350 acres in the Santa Clara Valley in California.

The portal of the mountainside winery came originally from Spain and was part of the St. Joseph's Church in San Jose which was destroyed by the 1906 earthquake. Masson purchased the portal and had it re-erected at its present location.

The Wine Festival which took place in front of that portal this year may have been a new celebration to California, but the custom itself has been alive for centuries. Wine festivals date back to Roman and Greek history.

Athens called the affair the "Feast of the Vats," and celebrated the formal opening of the vats. Master and servant alike lifted beaker and downed the grape together. Roman wine festivals, called "Liberalia," were rip-roaring affairs connected with pagan fertility rites.

The Christian era retained the tradition, eliminating the pagan aspects, and today spring wine festivals are celebrated in all the wine countries of Europe. The custom dates to 1199 A.D. in Bordeaux, France. Italy's most famous today is at Monterotondo near Rome where a 25-foot-high "fiasco" or container feeds small fountains in the square which spurt red and white wine for all to drink.

RAYMOND BILL



Raymond Bill, president and board chairman of Bill Brothers Publishing Corp., passed away peacefully in his sleep Thursday morning, June 13, at his Greenwich, Conn. home. There had been no previous illness. He was in his 61st year.

Among the publications and organizations which he headed were Fast Food, Floor Covering Profits, Grocer-Graphic, Plastics Technology, Premium Practice, Rubber World, Sales Management, Sales Meetings, Tide, Tires-TBA Merchandising, Yankee Grocer, and Market Statistics, Inc.

After graduation from the University of Wisconsin in 1916, he joined the publishing firm founded by his father, Colonel Edward L. Bill, before the turn of the century. Under his leadership the organization has become one of the larger and more successful publishers of business magazines.

At the time of his passing he was vice chairman of National Business Publications, Inc., chairman of Sales Promotion Executives Assn., a director of Magazine Publishers Assn., and an officer and director of several other publishing companies.

Back in the early Thirties he sensed the need for both local clubs and a national association of sales executives, and was the prime organizer and first elected president of National Sales Executives, Inc., now a leading national and international association with 28,000 members and 211 affiliated clubs. In more recent years he helped sales promotion executives to form a similar national body.

In World War I he enlisted in the U. S. Navy, and in subsequent years served the government in many capacities, such as acting as first chairman and current head of the Advisory committee of the National Distribution Council of the Department of Commerce. He was a former president of the National Conference of Business Paper Editors, former board chairman of Nolde & Horst Co., for many years a director of RKO Pictures and a suburban bank. His was a rich, active life.

A striking facet of his personal and his business philosophy was well summed up in these excerpts from an off-the-cuff talk he made before the associates of Bill Brothers in an April meeting at the Hotel Vanderbilt, New York:

"Ours is and always will be primarily a business of people. Ours is a business where the homely virtues, including fear of God, long-term loyalty, personal strength to control human weakness and defeat temptation, count most.

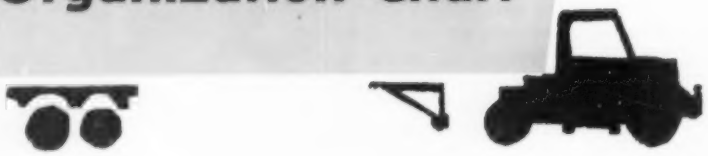
"All this adds up to good character—good all-around character—out of which is born the gracious kind of friendliness and the love of fellow man, which is the gospel of all religions. In other words, what goes best for the individual also goes best for the company and—vice versa. If we all, from top to bottom, proceed in this spirit and with this conviction, our future surely will be bright—and happy."

In a very real sense he was an outstanding pioneer in raising the sights and setting ever-higher standards in business paper publishing, and his contributions went far beyond Bill Brothers.

Even more important perhaps than these efforts to increase the stature of publishing was Ray Bill's ceaseless, even youthful, dissatisfaction with the present. His inquiring mind was ever receptive to new ideas, new ways of doing old things, to experiment, to daring projects and daring thinking.

Mr. Bill is survived by his widow, Mrs. Raymond Bill, of Greenwich, Conn.; his sister, Mrs. Randolph Brown, of Lyme, Conn.; his daughters, Mrs. Robert Neely, of New York City, and Mrs. John Hartman, of New Canaan, Conn.; and two grandchildren, Lee Martin Bill Hartman and Raymond Bill Hartman.

"We Put the Customer at the Top of the Organization Chart"



Result: a $50 million-a-year trucking business. This is a report on how a young sales-oriented management headed by a 40-year-old president steered Spector Freight System, Inc., to its position as fourth largest trucking concern.

By DAVID J. ATCHISON

Spector Motor Freight made the news in a big way again when it merged with Mid-States Freight Lines on April 1, thereby becoming the fourth largest motor carrier in the nation, with annual sales of $50 million in industrial freight.

The merger is just one more result of a philosophy of growth outlined by Spector in 1948. Looking back, Simon Fisher, president in 1948 and now chairman, recalls:

"We could see that the time had come when 'seat of the pants' techniques of management, operations and sales had to be reviewed in terms of the future. We did it—and we made three decisions: 1. Put the customer at the top of the management chart. 2. Embark on a growth program based on the best practices of modern industry. 3. Build a corps of management oriented young people from outside trucking to guide and develop the growth program."

The correctness of these decisions is apparent in Spector's growth to its present position in the industry. Their effective application is seen in the Spector–Mid-States merger, a basic part of the growth plan and a development that was definitely customer motivated.

As W. "Stan" Stanhaus, 40-year-old president of Spector, put it when announcing the merger, "The merger was more than three years in the making. During that time we talked with traffic managers, distribution people, educators, economists, corporation presidents and owners of small business everywhere. Their observations and recommendations were, perhaps, among the most important influences in our decision to merge."

Stanhaus is one of the youngest major industrial leaders in the nation. He typifies the present day Spector management team. A partial look at his colleagues shows how Spector implemented its decision to bring in a corps of young people who were primarily management men.

There's Val Williams, age 39, from P. R. Mallory Co., where he directed production control. He joined Spector in 1952 as vice-president, property and equipment. Today, he's vice-president, sales — proof of another Spector theory that a management man can be shifted from department to department and maintain top efficiency. Williams is a Phi Beta Kappa and in 1951 was named the outstanding local president of the Junior Chamber of Commerce, an indication of the qualifications Spector seeks in its management men.

Operations V-P from Sales

Les Lunt, now vice-president, operations, was only 26 when he came to Spector as a member of its sales team. His progress is unusual in the trucking industry where sales' heads are more apt to be drawn from operations than vice versa. He typifies Spector's demand for adaptability, flexibility.

General traffic manager is J. S. Ruscetta, 35 years old, the youngest man to hold such a position with any major carrier in America. Ruscetta joined Spector from the traffic department of Ekco Products Co. His experience as a transportation "buyer" gives him the customer viewpoint Spector considers mandatory in its management personnel.

John Campbell, vice-president, industrial relations, age 39, came to Spector from the U. S. Department of Agriculture. Roger Gerling, 38, director of sales, was a practicing attorney. Oscar Horvitz, 38, treasurer, was an accountant supervisor with the U. S. government and began his business career in advertising, further testimony to the principle that an understanding of many fields makes the greatest contribution to specialization.

Where the additions to the Spector management team cross the 40-year mark, they are still noteworthy by virtue of experience. James Sneberger, director of research and engineering, was brought to Spector from Ellemac, Inc., where he was production manager; prior to that he was management consultant and chief industrial engineer for George Fry Associates. Frank Purse, assistant to the president, was formerly an I.C.C. district director. A. Anderson, vice-president, finance, former college professor, was assistant general auditor at the Dodge plant in Chicago.

The test of this or any company's operating philosophy is: Does it work? By any criteria, there is little doubt that Spector's "Customerized" management point of view has paid off well.

After solving the management problem, Spector tackled outside exploitation and progressive promotion. It is generally acknowledged that Spector was the first motor carrier to retain a



PRODUCTION PLAN is a key to Spector's sales growth. Roger Gerling (pointing), director of sales, is shown with Ted Baker (center), executive V-P, and President Stanhaus.



CUSTOMER CONFERENCES, to which a group of shippers are invited each month at 28 Spector-Mid-States terminals, are credited with originating 50% of sales ideas.

marketing-advertising counsel. Garfield-Linn and Co. was appointed in 1948.

This agency created a somewhat revolutionary high-style, high-design institutional advertising program. Research indicated the potential of media outside the trucking field and Spector became one of the first carriers to place ads in such publications as *The Wall Street Journal, Dun's Review and Modern Industry, Distribution Age, Purchasing, Sales Management* and the financial pages of newspapers throughout the country.

Spector's advertising and promotion program has been awarded first place in various categories of three consecutive American Trucking Association Customer Relations competitions.

In 1953, the "Customerized Program" was announced in a testimonial series playing up the importance of "King Freddy," symbol for the Spector customer, in the company's planning and progress.

This series was followed by the company's 1955-56 campaign which developed the "Customerized" concept in terms of a progress report on equipment, facilities and methods.

Today, the exploitation program is keyed to the "Customerized" symbol with ads scheduled for leading trade publications, *The Wall Street Journal, Dun's Review* and the financial pages of newspapers in all terminal cities.

The current campaign features two page, two-color ads in which one page is devoted to an authoritative, objectively written article on important phases of distribution, by-lined by a member of the Spector management team.

Direct mail provides communication between Spector and its customers. The company's house organ, "The Spectator," has a mailing list of 27,000, describes company activities and philosophy to almost twice as many shippers as the industry's top trade magazine.

Many of the promotional methods now an integral part of Spector's operation, but new to the industry generally, are the result of "customer conferences" which were initiated in terminal cities and continue as an indispensable part of Spector management technique.

Customers Help Manage

The "customer conference" has been cited as an exemplary form of customer contact and has been a startling innovation in the transportation industry. In its truest sense, it is a method through which Spector customers participate in management.

Each month, a group of shippers are invited to business seminars at each of the 28 Spector–Mid-States terminals. During the course of the meeting, they are asked to evaluate and make recommendations on any and all areas of their relations with the company.

Management estimates that no less than 50% of the innovations for which the company is so well known have originated from customer recommendations at these meetings.

Spector salesmen are also used as the customer's voice in management.

Val Williams explains the sales objectives this way: "We expect our salesmen to tell us what our customers require. It is management policy to look to the sales department for direction in the creation of our overall service and equipment practices.

"Once a customer recommendation is passed on for consideration, it goes from the sales department to the Research and Development Division for further development and field testing.

"Areas where this type of customer participation in management has resulted in Spector operational changes include: our developmental work in the Mobilvan container method of integrated transportation; our electronic billing system; current experimentation with small shipment handling on dock racks; design of our large capacity trailer; the sliding fifth wheel and removable, adjustable axles; the convertible flatbed trailer which can be used as an open top van. Even the design and content of our new Directory of Points Served has come from recent customer conferences."

After a customer recommendation becomes standard operating procedure, it is the responsibility of the sales department to evaluate its productivity through customer survey.

Comparing Spector's approach with the more traditional concepts of other trucking firms, Stanhaus says, "We are interested in producing a product worthy of helping American business improve its distribution effort and its profit position, not in merely providing a routine service.

"Naturally, we expect to operate at a profit, but the immediate profit-making aspect of a given service is secondary to its ability to satisfy the customer. Experience has shown us that improvement in service inevitably means increase in volume and profit.

"Rarely does a customer insist on services which are beyond the range of profitable implementation by the company," Stanhaus continues. "And Spector's competence in cost control procedures makes possible many services which other carriers might find difficult to duplicate."

Management Methods

Traditionally, the trucking salesman has always operated with a minimum of supervision. While sales management is tightening up throughout the industry, few companies have techniques as well defined as Spector's.

Vice-president Williams points to its "Sales Production Plan" as evidence of preoccupation with progressive management methods.

Initiated in 1954, this comprehensive and continuing market and sales analysis plan received special acclaim for superiority from the Research Institute of America in its first year.

In construction and implementation, the plan is designed to determine accurately the scope and quality of freight realistically available to the firm. Once Spector's marketing division has interpreted what the market wants, a detailed plan for direct control and evaluation of the sales dollar expenditure is established.

Each Spector salesman (all are on straight salary basis, the highest in the industry) is expected to make 12 calls a day.

Sales performance is evaluated by a continuing report measured against quotas set for districts, terminal areas and salesmen's territories. Through these reports, management knows exactly what each salesman's performance is with respect to both quantity and quality of freight, and his cost can be accurately determined in relation to his productivity.

Williams calls the Sales Production Plan "completely revolutionary when compared to the industry's old instinctive cost-per-sale methods. We consider it the finest sales direction tool we have. The plan is now in its third year and has provided cost-to-performance ratios to a degree found in few firms in any industry."

Clear evidence of the effectiveness of Spector's tightly knit market study and sales control combination is the result of a recent drive to increase small shipment or less than truckload volume—"LTL."

Research indicated an availability of this type of freight. Customer conferences and contact showed a shipper demand for increasing this service.

The unusually close coordination between the various aspects of the marketing area were brought into play. Specific sales objectives were set in sales analysis and control, in personal selling effort, in advertising and in general promotion.

Garfield-Linn translated the drive into customer terms for external exploitation and devised an internal program to stimulate personnel participation.

Newspapers in terminal cities carried the message: "Have You Checked Your LTL Rates, Lately?"

Personnel were given lapel pins with the letters "SFS/LTL" imprinted on a tiny key. Awards were made to terminals based on sales quotas. A series of posters with interesting baby photos (furthering the small package idea) were placed at all terminals and tied in with a slogan contest.

Result: A more than 44% increase in small shipment volume over the same period of the preceding year.

Employe Potential

Because Spector considers its emphasis on diversified backgrounds and progressive point of view of its management group to be its strongest competitive advantage, it takes steps to ensure the continuation of that advantage.

A comprehensive management and personnel development program has been designed to help every employe fulfill his potential. Even top executives like President Stanhaus and Senior Vice-President Ted Baker must take time to attend such courses as those offered by the American Management Association.

Last summer, Sales Director Gerling attended a three-week marketing management course at Rutgers University; other sales supervisory personnel will attend this year.

Periodic seminars for sales and operational staff are held at all terminals. Department heads and general office personnel are required to travel throughout the Spector terminal system and lecture at these meetings.

This development program has made use of the "brainstorming" technique.

"While brainstorming is usually confined to upper company levels," says Stanhaus, "we find that at Spector, the average employe—dock worker, driver, rate man and stenographer—is idea-productive when invited to participate."

Gerling, who handled the small shipment promotion, attributes much of the development of the "SFS/LTL" campaign to these free-wheeling meetings. More than 60% of the total work force at Spector entered into brainstorming sessions on, "How can Spector secure and better handle more LTL?" Gerling estimates that the LTL campaign would have been 25% less effective without the active, direct contribution of Spector employes during these sessions.

Since the introduction of the brainstorming technique at Spector, it has been made company policy to hold key management brainstorm sessions during which all major projects are thoroughly worked over for ideas before schedules of action are written.

"Good example of the productivity of our management brainstorm meetings," says Stanhaus, "is the efficiency with which the recent Mid-States merger was implemented.

"Overall planning of this major growth move, equipment and terminal coordination of the two companies, building of realistic sales patterns and standards, and integration of personnel took more than a year.

"But, based on ideas which came out of our brainstorming meetings, on April 1 of this year, 'X'-Day, the combined operation moved into preplanned activity without a hitch."

Spector management points to the smoothness of the recent merger as a harbinger of future growth. "Certainly," Stanhaus continues, "policies and techniques which have proved productive in the past will be continued as the core of our management philosophy."

Stanhaus summarizes his company's outlook this way: "American business today is intensely concerned with its distribution practices and its mounting costs. Of these costs, transportation has become an increasingly significant factor. The transportation company—whether rail, truck, air or water — whose management fails to recognize the implications of this major industrial problem cannot hope to survive, let alone, prosper.

"Spector–Mid-States is founded on the principle that American industry must have a flexible mass transportation service at a price the mass consumer directly or indirectly can afford to pay. We are further dedicated to the program of expansion and growth based on the expressed need for progressive personalized service of our past, enhanced by research and development potentials of our future."

The End



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* Sales Management, Survey of Buying Power, May 10, 1957
** 1954 CENSUS OF BUSINESS



THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS

BY HARRY WOODWARD

"Blindness is a Nuisance"—Yet He's a Top Salesman



Ralph Ruby

"I am not blind. I am just unable to see. It's more in the nature of a damned nuisance."

That's Ralph E. Ruby talking. He's a salesman (and a crack one). And his words sum up his triumph over what many people would consider the worst possible handicap. But for 12 of his 18 years service with The Hillyard Co. of St. Joseph, Mo., he's been the company's top salesman! (Hillyard is celebrating its 50th anniversary in the floor treatment industry, makes products related to floor treatment and building maintenance . . . waxes, seals, finishes, dressings.)

In 1941 Mr. Ruby's sight began to fail. The next 10 years were a fantastic sequence of delicate eye operations. During that period he had partial vision. But in 1951 surgeons were forced to admit defeat and Mr. Ruby was—blind. A man of the most indomitable spirit, he managed, during this difficult decade, to hold down his honors as Hillyard's Number One salesman. He says his adjustment to blindness, while anything but pleasant, wasn't impossibly difficult because he had endured a long preparation for it and because he refused to brood.

His troubles began with cataracts in his left eye. After several operations he regained sight in that eye—just as the right one began to fail. "The left eye," he says, "did yeoman service for over seven years; straight ahead, the vision in that eye was fine. I could do all my paper work and drive my car. Until . . . I was hit by a truck and suffered a detached retina." An operation to correct the damage was unsuccessful.



CELEBRATION: and who better to toast Hillyard Chemical's 50th anniversary than its top salesman, Ralph Ruby—who is blind. With him (r), Mrs. R.

"I've never considered using a Seeing Eye dog," he says. "I haven't had the time to spend a month or two learning how to work with a dog. And because I couldn't tell a dog where I wanted to go there might be some fancy confusion between us. I do have a service man who is well-versed in all the mechanics of our business. He's able to give me a picture that I can easily visualize and talk intelligently to the prospect or old customer. I do quite a bit of work on the telephone, from my home. I have an office there and am helped tremendously by my wife and a part-time office clerk."

Before he lost his sight—and since—Ralph Ruby has led an active life. He started work at 12 as a grease wiper in an automotive shop, progressed through jobs as mechanic, test driver and car demonstrator. (As a test driver he once made a run from New York to Mexico in an air-cooled Franklin. The Franklin stayed cool but the political climate—because of a character named Pancho Villa—was hot enough to get Ruby back to the States fast.

He was an aviator with the Air Corps during the first World War and afterwards he became an instructor in mechanics. Later he was with the Internal Revenue Bureau, where he rose to deputy collector. It was his next career—operating an advertising agency—that brought him into contact with Hillyard.

"It will soon be six years since I have been unable to see," he says. "It could be lots worse. You heard about the old fellow who was told by his doctor that he'd lose his hearing if he didn't stop drinking. The old fellow thought about it a minute or two and replied, 'Well, Doc, according to most of the things I been hearing lately guess I'll just stick to my gin'."

The End

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Industrial Design Can Help You Sell

Good product design consists of more than "prettying up" the appearance of your line. Design can solve functional problems as well, resulting in the creation of added sales features and in greater satisfaction to the customer.

What is industrial design? Is it "styling"? To some, yes. Some sales executives think of the designer as the man who creates an attractive shell for their product when the engineers and research men are through with it.

But others, whose firms have had long-range relationships with industrial designers, know this is a massive over-simplification of the designer's role in creating a salable product. For "appearance" is only *one* of the factors which industrial designers consider in doing their job.

What is this job? Henry Dreyfuss, a leading spokesman for the industrial design profession, defines it in the title of his recent book, *Designing for People*. "The designer," he says "is responsible for the working relationship between people and products." Part of this relationship depends upon appearance, yes; it's vitally important for people to enjoy the look of things they buy and live with. But it's equally vital that people use these products efficiently, comfortably.

Dreyfuss sums up his philosophy this way: "We bear in mind that the object being worked on is going to be ridden in, sat upon, looked at, talked into, activated, operated or in some other way used by people individually or en masse. When the point of contact between the product and the people becomes a point of friction, then the industrial designer has failed. On the other hand, if people are made safer, more comfortable, more eager to purchase, more efficient—or just plain happier—by contact with the product, then the designer has succeeded."

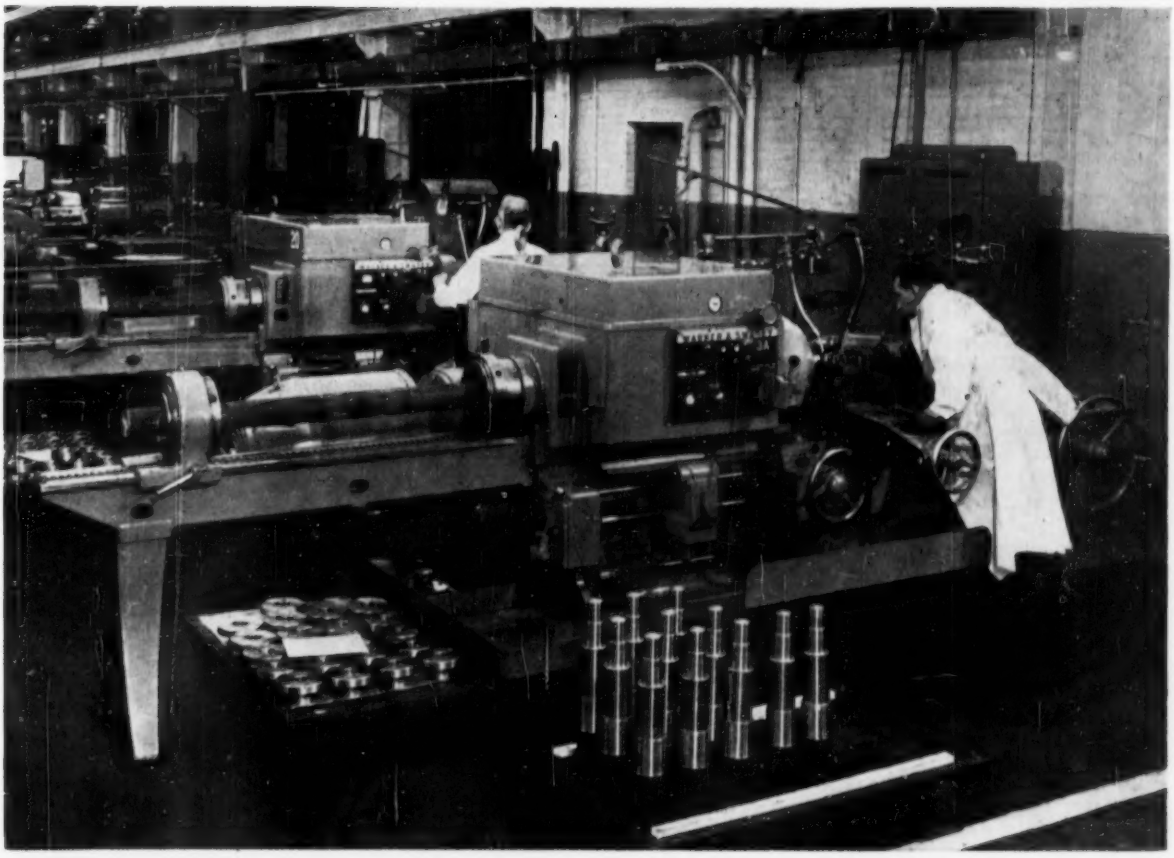
In short, the industrial designer's job is to help the manufacturer solve functional problems as well as esthetic ones. These are what might be called problems of "external function," as contrasted with the engineer's problems of "internal function." The engineer and the industrial designer are members of a team, performing complementary roles. The engineer is responsible for creating a product that does its job with maximum efficiency; he takes credit for what makes a product tick. The industrial designer is concerned with what the purchaser sees and touches: the external form of the product must encourage the purchaser to make efficient *use* of it.

What does this mean in practice? It means that a design for a plumbing fixture must give the purchaser faucets that grip and turn comfortably; ceramic forms that do not catch water and hold dirt. It means that a machine tool must give the operator controls to help him do his job smoothly and without strain.

But the industrial designer is concerned with more than the physical aspects of a product. He must determine, as well, how a new design, or new features in a time-tested design, can open a new market or broaden an existing one. In its application to the practical problems of business—to the long-range problems of marketing—industrial design serves as a valuable sales tool.

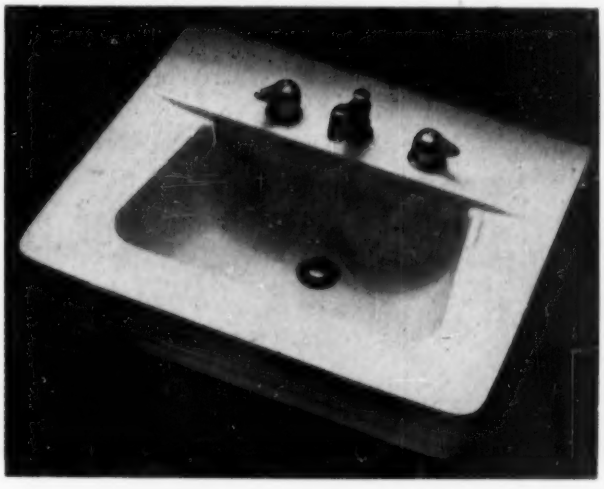


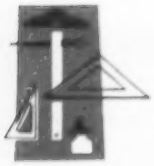
DESIGNING FOR SPEEDY OPERATION. Ideally, a product should be used instinctively, without a moment's hesitation on the part of the operator. This is rarely possible with electronic instruments, not only because they are so complex, but because technological advances in this field have far outstripped advances in design for human use. In 1956, Allen B. Du Mont Laboratories asked Dreyfuss to study user requirements for a projected series of instruments intended to be Du Mont line leaders. The fruit of the collaboration: laboratory instruments that have set new human engineering standards in the electronics industry. In the oscilloscope shown here, controls are grouped entirely on the basis of importance, frequency, sequence and sensitivity of the functions they perform. Size, shape, texture, color and spacing of controls are determined by visibility factors, finger clearance and gripping requirements, as well as the nature of the adjustments to be made. Scale plates and type faces are based on detailed readability studies. The application of human engineering principles to streamline the operation of a traditionally diffuse collection of elements can be a key merchandising factor in precision products.



DESIGNING FOR SAFETY. Machine tools are complex organisms in which operator-fatigue, safety and maintenance factors are carefully considered by the purchaser. In this Warner & Swasey lathe, designer Dreyfuss' primary job was to employ human engineering principles to reduce strain on the man who runs the machine. Most important was the organization of controls: manual and visual elements had to be located so that the operator might fix his eyes at one point and place his hands at another without muscular or visual strain; control operations had to be studied for their sequence and functional interrelationships, so that tiring body shifts and shifts in visual focus could be kept to a minimum; placement of controls, as well as the overall proportions of the lathe, were adjusted to eliminate fatiguing postures. Simplifying and integrating of forms was an important safety measure, minimizing jutting elements that might catch clothing or otherwise threaten the operator. Sharp edges were softened; pointed shapes, even protruding screwheads and boltheads, were carefully avoided. Form simplication eliminated maintenance headaches. Bold, geometric forms were planned for main castings, so that the lathe would be easier to clean.

DESIGNING FOR VARIED NEEDS. For years, Crane Company's Norwich Lavatory has sold steadily to industrial and commercial users, for installation in factories, schools, hospitals and a wide range of public buildings. In 1954, Crane decided that its fundamentally good design might be given even wider appeal. Dreyfuss, Crane's designer since 1935, was asked to take a second look at the Norwich and redesign it to meet the needs of the home, as well as school and factory. After study, he revised the forms of the lavatory to eliminate excess bulk and add grace. He removed dirt-catching details, redesigned the ceramic leg supports, added new features—crisp soap depressions, for example—that would appeal to design-conscious homemakers and home builders. Yet he stayed within the specification range of the earlier design (a vital consideration in public buildings) and retained the solidity that appealed to a purchaser seeking a rugged product for quantity use. Thus, the new Norwich Lavatory design opens a fresh market and also takes a new hold on its traditional market.





(continued from page 45)

DESIGNING FOR IDENTITY. Gasoline is an invisible product. The motorist never sees the fuel he buys unless some splashes out while his tank is being filled. What he does see is the setting in which he makes his purchase. In developing the prototype for new Cities Service Co. stations built throughout the U.S. and Canada since 1953, Dreyfuss was faced with a twofold job: attracting the motorist to the station and creating the proper atmosphere of service as the sale is made. The most obvious devices used to attract passing motorists are the pylon that carries the Cities Service emblem aloft, where it can be seen from a considerable distance, and the fresh, crisp color scheme of green, terra-cotta and brilliant white tile. The cumulative effect of the Cities Service "look," present in each Cities Service station the motorist passes, builds what industrial designers call "corporate identity" in the mind of the consumer. When the driver enters the Cities Service standard station, many subtle design devices impress him with the efficiency of the service he receives. The attractiveness of the color scheme is reinforced by the cool, immaculate qualities of ceramic tile; the material spells cleanliness. The extensive use of glass allows the customer and station attendant to maintain visual contact at all times, emphasizing the personal element in the service. The use of large areas of glass becomes an important visibility factor after dark. The normal internal lighting illuminates the entire station area.





DESIGNING FOR COMFORT. A farmer driving a tractor, or some comparable piece of heavy agricultural machinery, spends his day in a single open seat in which he must perform a variety of complex and tiring operations. His efficiency on the job and his condition at the end of the day are decisively influenced by that seat. Properly designed seating may spell the difference between fatiguing, wasteful labor and man-hours well spent; between a tense, exhausted worker and a relaxed worker who finishes his day with a sense of satisfaction. Deere & Co. was asked to provide comfortable seating for the men who buy and operate its farm machinery. Considerations in planning the seating: optimum angles and proportions of the seat's various parts to meet the needs of operators of all possible sizes; effective spatial relationship of seat to steering wheel and other controls for maximum ease of operation; necessary angles of vision to minimize visual fatigue.



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Are Salesmen's Gripes Justified in Their Relations with Buyers? by G. J. Ticoulat, Vice-President, Crown-Zellerbach Corp.
Reprint No. 311 Price 10c

Be Factual, Be Purposeful, Be Organized If You Want to Sell the P.A., by Garlan Morse, Director, Pacific Coast Sales, Sylvania Electric Products, Inc.
Reprint No. 317 Price 10c

Salesman's Stake in Cost Reduction, by Paul V. Farrell, Executive Editor, "Purchasing Magazine."
Reprint No. 325 Price 5c

Why Does One Man Get the Order Where All Others Fail? by Daniel G. Donovan, Director of Purchases, Pepperell Manufacturing Co.
Reprint No. 523 Price 5c

Which Weaknesses Hurt Your Men Calling On Purchasing Agents? by John E. Bex, General Manager, Farm Supply Division, McMillen Feed Mills, Division of Central Soya Co., Inc.
Reprint No. 524 Price 5c

Why I Lost That Order.
Reprint No. 161 Price 5c

How to Sell to Dealers, by W. C. Dorr, W. C. Dorr Associates.
Three essentials for territory management.
Reprint No. 164 Price 35c

Twenty Traits That Make Star Salesmen, by Jack Lacy, Lacy Sales Institute.
Reprint No. 186 Price 5c

When You're on the Blacklist Because You've Botched a Sale, by Harry G. Swift.
Reprint No. 205 Price 10c

Eight Types of Sales Prospects—and How to Handle Them, by William G. Damroth, William G. Damroth & Co.
Reprint No. 230 Price 10c

9 Ways to Irritate a Prospect . . . and Lose the Sale, by William G. Damroth and Franz Weterrings.
Reprint No. 258 Price 10c

12 Types of Salesmen I Detest, by Henry Carlton Jones.
Reprint No. 264 Price 10c

How to Ask a Question, by Donald A. Laird, Ph.D., Sci.D.
Reprint No. 265 Price 5c

Don't Be a Half Failure!
Reprint No. 269 Price 10c

Ten Commandments for Salesmen, by Jack W. Thompson, Director of Advertising, Douglas Furniture Corp.
Reprint No. 272 Price 5c

What Do Purchasing Agents Want from Salesmen? by Charles E. Colvin, Jr., Manager of Purchases, Ethyl Corp.
Reprint No. 201 Price 10c

Buyers I Dislike! by Ray B. Helser.
Reprint No. 271 Price 5c

What a Purchasing Agent Expects from Salesmen and Their Bosses, by George W. Aijian, Director of Purchasing and Packaging, California & Hawaiian Sugar Refining Corp.
Reprint No. 283 Price 10c

Well, What IS Creative Selling? by Arthur A. Hood, Editor, "American Lumberman & Building Products Merchandiser."
Reprint No. 288 Price 10c

If I Had Known Then What I Know Now about Purchasing Practices, by Fred G. Prince, General Purchasing Agent, Pennsylvania Salt Manufacturing Co.
Reprint No. 298 Price 10c

How the Professional Salesman Makes His Approach, by J. N. Bauman, Executive Vice-President, The White Motor Co.
Reprint No. 310 Price 10c

How Do You Measure Up?
A test for the man who has the perspective and courage to give honest answers.
Reprint No. 319 Price 10c

Emotionally Mature Attitudes: The Soul Of Successful Selling, by Jeff Coats, Sales Training Director, New Holland Machine Co.
Reprint No. 321 Price 10c

"Greatest number of inquiries we have ever received from a single advertisement"


Reynolds Research Believes
Investors Should Buy
These 12 Stocks
FREE Booklet Names:
4 Stocks for Growth,
4 Stocks for Income,
4 Stocks for Inflation Protection
12 STOCKS for 1957
Reynolds & Co.

There's a time in every business when buying slacks off . . . or seems to. It's the same in the financial field. Just about everybody "knows" that investors shy off when the market goes soft.

Or do they? Not if you take the experience of Reynolds & Co., a leading New York Stock Exchange member firm.

Reynolds ran this advertisement—prepared by its agency, Doremus & Co.—in The New York Times on Sunday, January 13, repeated it the following Saturday.

It was a time, says Robert M. Gardiner, Reynolds general partner, when it was "no secret that the market was indecisive." And not a time, one might think, when an advertisement like this would pull strongly.

But within a matter of days, Mr. Gardiner reveals, "This 330-line advertisement in The Times resulted in over 5,500 people asking for the booklet . . . plus hundreds more asking by telephone.

"This is by far the greatest number of inquiries we have ever received from a single advertisement. It also adds up to the lowest cost per inquiry in our 26-year history. Including both space and production costs, it amounted to a mere 21 cents."

These results graphically illustrate a fact about The New York Times which experienced advertisers have long known:

The Times is read when people are interested, alert, seeking facts and helpful information. This interest builds up, carries over to your advertising, giving it the strong impact that creates attention, response, action.

Whatever your product or service, see for yourself what advertising in The New York Times can do for you. Try it.

The New York Times

"All the News That's Fit to Print"

For 38 years first in advertising in the world's first market

Performance



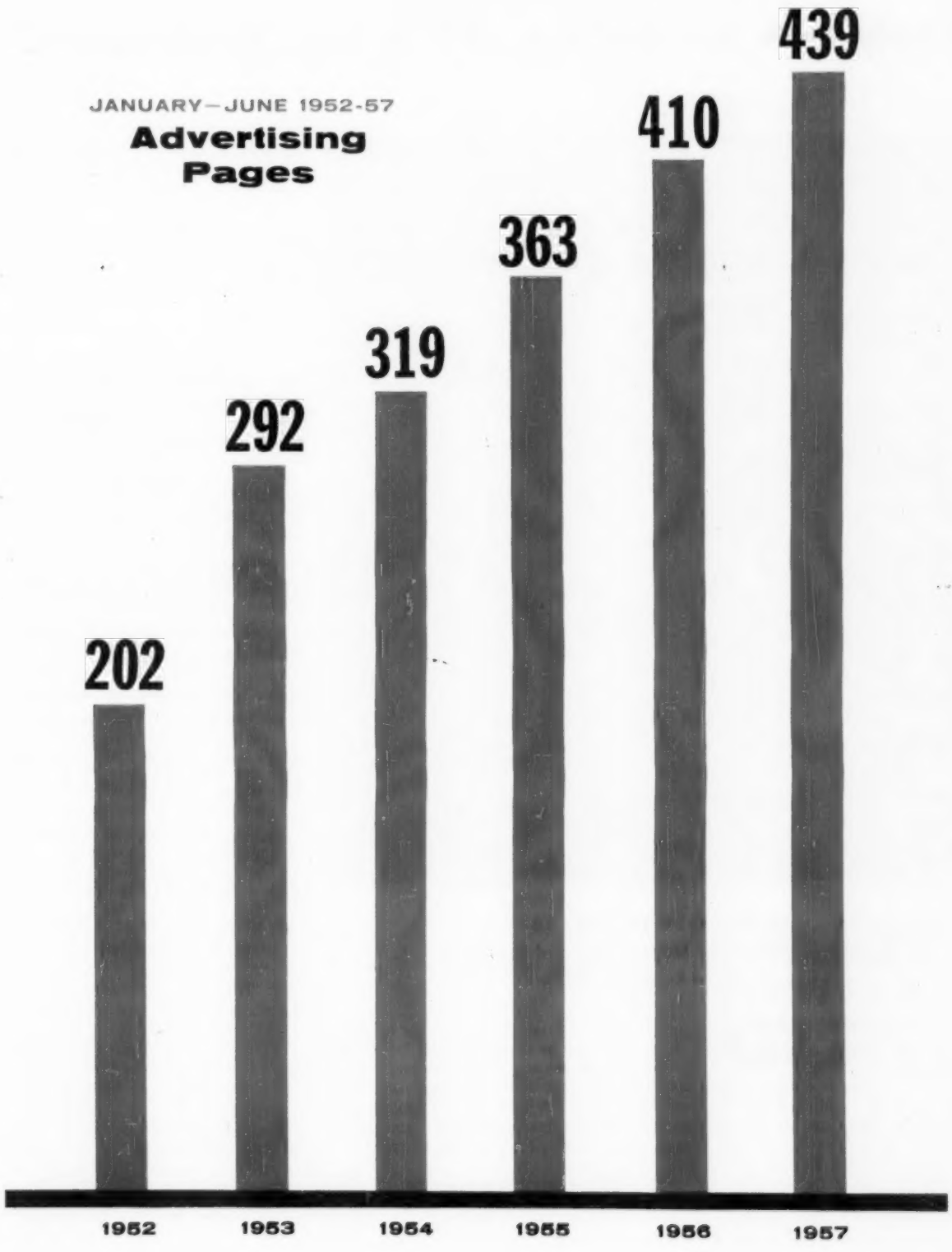
Again—for the fifth consecutive year—

PARADE'S six-month figures show an

all-time high in advertising pages.

FOOD and DRUG Advertisers! . . . Write to PARADE for a small book about LINDA, our most frequent female—bringing you useful facts on what she reads and why she buys. . . . Address PARADE, *Dept. HS-S, 285 Madison Ave., N. Y.*

is the payoff

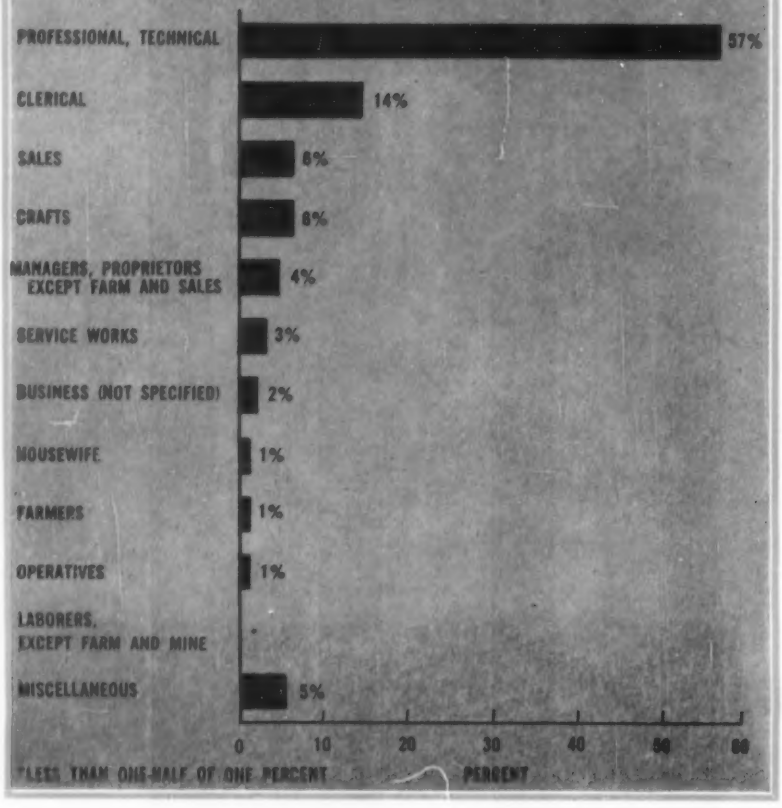


The Score with Today's Seniors:

Only 6% for Selling, 57% for "Professions"

FIG. 1

OCCUPATIONS STUDENTS SAY THEY PLAN TO ENTER WHEN THEY FINISH SCHOOLING



By DR. GEORGE W. EBEY

Head, Manpower Management and Education

Stanford Research Institute

Sales executives are not doing an effective job of selling "careers in selling."

This finding is a major conclusion of a study conducted by Stanford Research Institute of Menlo Park, Calif., in cooperation with the San Francisco Sales Executives Association.

Yet, sales executives, probably more than any managerial group, are acutely aware of the importance of "getting through" to a prospect both physically and psychologically in order to sell a product, a service, or an idea. They know that people on their staffs are the key to productivity and profit. Like other managers, they are concerned with selecting, developing, and retaining competent and enthusiastic personnel. They want the cream of the crop.

How can a larger number of able students be induced to consider selling as a career? During exploratory talks over a year-and-a-half ago on a cooperative research program, the executive committee of the San Francisco Sales Executives Association and Institute representatives decided that answers to this question would be of broad national interest.

The Institute set out to learn how students feel about sales careers, why they feel as they do. In many respects, the study probed into new territory; earlier studies had not been sufficiently broad nor had they penetrated deeply enough.

There was only one way to obtain the answers — by asking appropriate questions of a large cross-section of students. A comprehensive questionnaire was designed and pre-tested before being administered to 2,000 students in 21 cooperating high schools, junior colleges and colleges in Northern California. Information was sought on:

1. What occupations do students plan to enter upon graduation?

2. How realistic are their occupational plans?

3. What factors influence their occupational choices?

4. How do they feel about sales jobs and careers in relation to other jobs and careers?

5. In terms of income, opportunity for advancement, working conditions and security, how does sales work rank with other occupations?

6. What are students' predominant concepts of sales work?

7. How many students could be interested in some type of selling?

8. How much information do students have about sales careers? Where did they obtain this information?

In the main, the questionnaires were administered to seniors or second year junior college students. It was believed they probably had given more thought to career decisions.

Responses were tabulated from 1,215 male and 785 female students from 11 high schools, six junior colleges, the University of California,

EASY WAY TO RUN AN EXCITING, FLEXIBLE INCENTIVE PROGRAM . . . CALL UNITED!



Whatever you want an incentive program to do for your business, travel is your best incentive "buy." Travel on United is easy, economical, versatile, flexible.

A call to United's Incentive Plans Representative will bring you all this: (1) *Suggestions* on choosing your objective. (2) *Advice* on selecting participants. United's experience can help you avoid costly mistakes at the start. (3) *Guidance* in choosing the right dates for your incentive promotion. On United, you can make your "big payoff" any time. (4) Help in choosing the right incentives.

You'll find United's *complete* campaign planning service helps generate enthusiasm that insures *results*. Because:

United will help you with that important kick-off meeting. Movies, decorations, favors play up the theme of your travel prizes. United, with selected experts in the travel field, can provide complete campaign planning services.

United Air Lines, with its routes coast to coast, border to border and to Hawaii, and with a variety of V.I.P. individually planned vacations *and* Perfect Host group travel arrangements, can fill your needs whether your business is large or small, your target *individuals* or *groups*.

United's "Perfect Host" group tours include *all* arrangements—welcome parties, evening cocktail gatherings, all transportation details in the air and on the ground, sightseeing, gratuities. *All* arrangements are styled to compliment *you* as company host. All *your* time on the trip can be devoted to your guests.

An added extra—the treat of traveling in luxury on United's "Red Carpet" DC-7s or on comfortable, economical Air Coach Mainliners.

MAIL THE COUPON NOW for colorful illustrated booklet, "Air Travel Prizes on United Air Lines." Or call your nearest United office and ask for the Incentive Plans Representative.



UNITED AIR LINES



J. J. Dierssen
Manager of Incentive Sales
United Air Lines, Dept. SM-2
36 S. Wabash Ave., Chicago 3, Ill.

Please send me your illustrated booklet on Incentive Programs that really work—"Air Travel Prizes on United Air Lines."

Name _____

Company _____

Street _____

City _____ *Zone* ____ *State* _____

My position is _____

Sacramento State College, the University of San Francisco, and Stanford University.

How Students Responded on Sales

For sales executives and personnel responsible for guiding the career choices of students, the study resulted in much interesting information. It was found that:

1. Few students—only 6%—plan to enter the field of sales when they finish their schooling. This low response was typical regardless of school level, sex, intelligence, or father's occupation. However, sales work was selected by about twice as many men as women (8% in comparison to 4%) and about twice as many college and junior college as high school students.

The 6% response placed sales work in a tie with the crafts for third place among the broad occupational fields. Clerical work, with a 14% response, ranked second, because of the large number of high school girls choosing it.

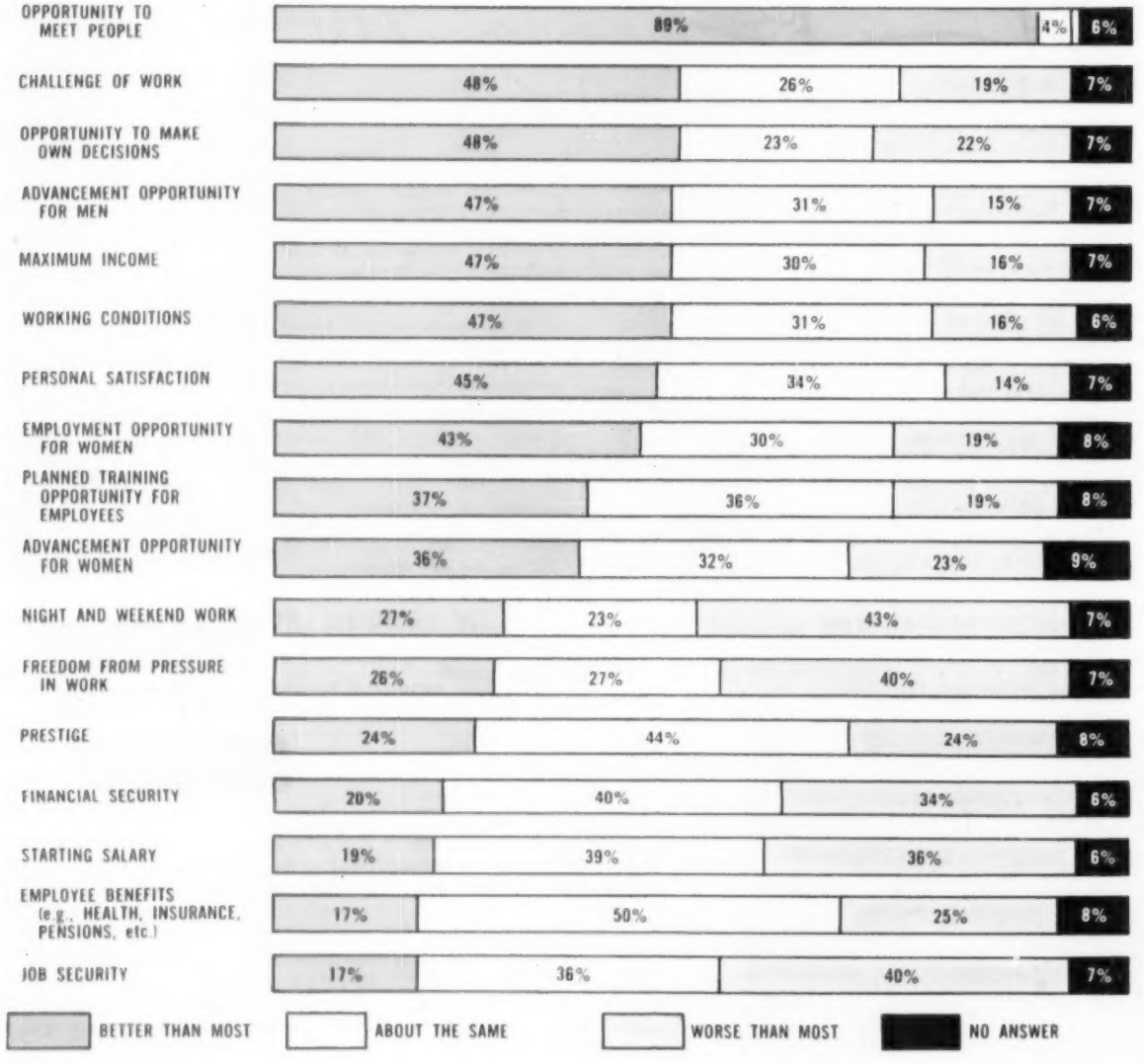
The reason for the low response in sales and other fields is that 57% of the students contend they plan to enter professional and technical fields as accountants, architects, dental technicians, engineers, lawyers, musicians, nurses, scientists, teachers.

The occupations students say they plan to enter when they finish their schooling are shown in Fig. 1. Only 3% of the women plan to become housewives when they finish their schooling. This suggests that most women intend to work before devoting full time to homemaking.

2. Students have a narrow concept of sales work. They think of the field primarily in terms of retail selling of tangible goods. This concept apparently has been nurtured by personal daily contacts with salespeople and by relatively limited sales experience. Few seem to perceive sales as sales management with its planning and

FIG 2

STUDENTS' COMPARISON OF SALES WORK WITH OTHER OCCUPATIONS ON SELECTED FACTORS



When You Think About THE SYRACUSE MARKET

Think About All of it!

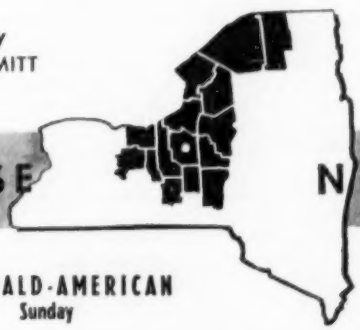
Think of America's best test city—plus a score of sizable, prosperous cities like Auburn, Cortland, Ithaca, Oneida and Oswego. Think of 15 counties embracing one-third of the total area of New York State —with a population just short of 1,400,000 and buying power of $2 billion annually!

There's a single, efficient way to sell all this truly great market. The Syracuse newspapers deliver 100% saturation coverage of metropolitan Syracuse and effective circulation in the 14 surrounding counties. No other combination of media in this market will do a comparable job at a comparable cost.

FULL COLOR AVAILABLE — DAILY AND SUNDAY

Represented Nationally by
MOLONEY, REGAN & SCHMITT

America's No. 1 Test Market



the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 233,150 Sunday Herald-American 221,744 Sunday Post-Standard 105,245

FREE!

The Idea Starter Kit that will help you



TOOL UP YOUR SALES PROGRAM

for extra efficiency and new sales records!

The greater your company's sales problem...the greater your opportunity! And Perrygraf can help you cash in on that opportunity with a handy, accurate, inexpensive sales tool that will

- Get more qualified inquiries...to build cream prospect lists
- Make salesmen more productive
- Give salesmen a useful "door opener" and "conversation piece"
- Inject your product for consideration at the buying moment
- Add related items to orders
- Make your sales story easy to grasp and remember
- Funnel demand to standard sizes and styles
- Keep the product sold

When you produce results like this for your company, you're *doing* your job better. And that should *make* your job better.

Actually, it's easy to put a Slide-Chart to work for your company. Perrygraf, originator and leader of the Slide-Chart field, handles the job from start to finish. You outline your sales problem...supply data sheets, catalog pages, engineer reports, or whatever...and Perrygraf takes it from there.



What IS a Slide-Chart?

A Perrygraf Slide-Chart, at the pull of a slide or the turn of a disc, gives information needed to specify your product. One simple operation selects the right item...solves essential engineering or mathematical problems...shows how your product operates.

Get the complete story in Perrygraf's Slide-Chart Idea Starter Kit. You'll get actual Slide-Charts...case histories of their use...and a handy form for outlining what you want your Slide-Chart to do for you. It's yours without cost. So mail the coupon today!

Attractive **FREE KIT!** Actual Samples! Handy Plan Sheet! **MAIL COUPON NOW!**

PERRYGRAF CORP., Dept. S-67
150 S. Barrington Avenue, Los Angeles 49, Calif.

Please mail me your free Idea Starter Kit—with actual samples of Perrygraf Slide-Charts as used in my industry.

NAME_____ TITLE_____

COMPANY_____

ADDRESS_____

CITY & ZONE_____ STATE_____

administrative responsibilities. The students' predominant concept when asked to evaluate sales is shown in the accompanying box.

3. Sales work has appeal for many students. Though few plan to enter sales, about half replied that some type of sales work would appeal to them. There was little difference in response by school level, sex, or intelligence. Students with selling experience (limited though it may have been) responded slightly more favorably than those with none.

A higher percentage of students whose fathers are in sales answered more favorably than those whose fathers are in other occupations (60% in comparison with 46%).

4. Some types of sales work have greater appeal than others. Students were asked to rate 26 jobs (six of them in sales) and 26 careers (seven of them in sales). Among the men, three sales jobs rated in the top ten: Salesman to business and professional men was at the top of the list, appealing to 40%; salesman to retail stores appealed to 35%; and automobile salesman to 31%. Among the women, salesclerk jobs were rated in the top ten; the work appealed to 45%.

In the lifetime career ratings, large retail store manager and advertising account executive positions ranked in the top ten among both men and women.

Door-to-door sales work ranked low with both men and women, regardless of whether the function is as salesman or district manager of a sales force.

A wider variety of sales jobs and lifetime careers had appeal for men than for women. The findings suggest that there are many types of sales work considered chiefly men's work and that women are aware of the limited opportunities for them in these fields.

5. Sales work is rated high on some occupational factors, low on others. Students were asked to rate sales work with other occupations on a number of factors. A large majority (89%) rated sales better than most occupations on opportunityy to meet people. They tended to rate sales better than most occupations on the following factors and in the following order:

48%—challenge of the work
48%—opportunity to make own decisions
47%—advancement opportunity for men

47%—maximum income
47%—working conditions
45%—personal satisfaction
43%—employment opportunity for women
37%—planned training opportunity for employes
36%—advancement opportunity for women

They tended to rate sales below most occupations on night and weekend work, freedom from work pressure, and job and financial security. See Fig. 2.

6. What do they fear about selling as a career? The reasons may be surprising to those who *understand* selling and its rewards, but few of these students have been told anything about selling. Selling doesn't appeal for these reasons as self-rated by the students.

21%—no aptitude
18%—dislike high-pressuring people
12%—do not enjoy selling
8%—general disinterest
6%—too routine
6%—dislike meeting people
6%—dislike unreasonable customers
5%—dislike being dishonest with people

7. Students have received little information on sales occupations, only 19% indicating they had ever received any. Of those who had, their sources of information were companies and stores, schools and teachers, and salespeople. The dissemination of information on careers in sales obviously has been both haphazard and inadequate.

8. Many—about half—would like to know more about the field. They would like to receive information through (a) lectures by salesmen and sales executives, and (b) booklets on sales careers. Motion pictures ranked third as a communication medium.

9. Students seek occupational advice from parents and teachers. About half said they would first seek such advice from parents; about one-third preferred teachers or counselors. Only 17% said their first choice would be someone other than a parent or teacher.

The influence of parents declines and that of teachers and others grows as the student goes to college. While 63% of high school students said they would first ask advice from their parents, only 42% in junior colleges and

WITH BUYING INCOME UP

$6,758,000*

AND

RETAIL SALES UP

$5,592,000**

THE TROY N. Y. CITY ZONE

IS A

MUST

ON EVERY SALES SCHEDULE

*Buying Income (1957) $218,379,000
Buying Income (1956) $211,621,000
**Retail Sales (1957) $155,245,000
Retail Sales (1956) $149,653,000

(FROM SALES MANAGEMENT SURVEY OF BUYING POWER SPECIAL STUDY)

THE RECORD NEWSPAPERS

THE TROY RECORD THE TIMES RECORD
TROY, N. Y.

EXCLUSIVE PROMOTIONAL AID MOVES DISPLAYS!



. . . and other national manufacturers

Our job is **not** done when the display is finished. We actually help you build enthusiasm among your salesmen, distributors and dealers with powerful, attractive literature . . . to obtain maximum sell power from the displays for you! Write for details and samples on this **exclusive** DISPLAY SALES service.

* display sales

1637 Gest Street • Cincinnati 4, Ohio

What's "Sales Work"?

What is a student's predominant concept when asked to evaluate sales work? The answer is surprising.

. . . 38% think of retail store selling.
. . . 20% door-to-door selling.
. . . 12% wholesale or industrial sales.
. . . 9% automobile sales.
. . . 9% sales in general.
. . . 3% sales executive.
. . . 3% commissioned sales.
. . . 2% traveling salesman.
. . . 2% real estate selling.

38% of college seniors gave this answer.

Factors Favoring Selling "Careers in Selling"

A number of factors favor an active program in selling "careers in selling." A heavy proportion of students are oriented toward the "white collar" occupations. Between 80 and 90% plan to enter professional and technical, clerical, sales, and other business fields. About half would be interested in some type of selling and would like to receive more information on sales careers.

Of particular interest is the conclusion that the vocational objectives of many students will change. This is apparent when the occupational aspirations of students are compared with reality. While 60% of the men and 53% of the women said they plan to enter professional or technical fields, only about 10% of the men and 14% of the women gainfully employed in California in 1950 were in such occupations. Moreover, these figures are lower nationally than in California.

With the aspirations of youth, there probably need be no shortage in any of the white collar occupations offering opportunity and challenge—provided career counseling is adequate. Sales should be no exception.

Possible Courses of Action

There is great need for concerted action in acquainting students with opportunities in selling. Such action involves getting through to them both physically and psychologically.

Reaching them physically requires improved liaison between sales executives associations and schools and colleges. Personnel engaged in occupational counseling and in curriculum development can provide numerous suggestions on effective in-school approaches. They may also have suggestions on how to reach parents of able students. Enlisting the support of teachers and counselors, arranging for competent speakers for assemblies and key classes, and providing interesting and usable materials for educational programs are approaches which appear to have promise.

Another approach is to provide part-time and summer work for competent and personable students and to take time to acquaint them with the possibilities in the field of sales management. Some organizations are using this technique.

A clue to reaching students psychologically is the high prestige of professional and technical fields. This was apparent from the responses of male students who rated "salesman to professional and business men" at the top of the list of 26 specific jobs in the questionnaire.

Professional and technical aspects of sales can be stressed to these "prospective buyers." These aspects of sales management are apparent, for instance, in many of the studies undertaken by Stanford Research Institute in marketing, product diversification, warehouse location, electronic data processing applications to inventory control, consumer motivation, and the selection and development of competent staffs. Certainly few, if any, fields draw more heavily than sales upon applied psychology.

The concern of sales executives over obtaining highly competent staffs is apparent in the participation of the San Francisco Sales Executives Association in this study and of the Sales Executives Club of Los Angeles in another study done concurrently by Dr. William M. Borton in Southern California. (See SALES MANAGEMENT, March 15, 1957.) Using the derived data, sales executives and educators should be able to develop a program to encourage larger numbers of able young men and women to consider selling as a lifetime career. **The End**

COMING SOON

How Could We Get Engineers And Architects to Listen?

Acme Industries faced and answered this question when it introduced its latest cooling tower. No salesman could carry a sample of the big product. So Acme found a way to dramatize each of four major features with curiosity arousing conversation pieces.

SALES MANAGEMENT



53% *keep for future reference*
66% *give or loan copies; and 16% ask that copies be returned*
21% *passed along to friends, relatives*
76% *refer to advertising in back issues*
36% *clip current issues*
20% *keep scrapbook or files*

Most-used magazine?

Probably SUCCESSFUL FARMING—because it is the most useable to its audience.

The audience is the country's best farmers and their families—on farms that are volume producers of corn, grains, livestock, milk, poultry, eggs.

SF circulation is strictly selective, heavily-concentrated in the 44% minority of farmers that gets 91% of national farm sales. The SF farm subscriber's annual cash farm income has averaged around $10,000 for a decade.

No other population group has been stepping up its living standards faster. No other medium has as much influence with its audience as SF. And it balances national schedules where general media lack strength. Get the facts from any SF office.



SUCCESSFUL FARMING

MEREDITH PUBLISHING COMPANY, Des Moines . . .
with offices in New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, and Los Angeles.





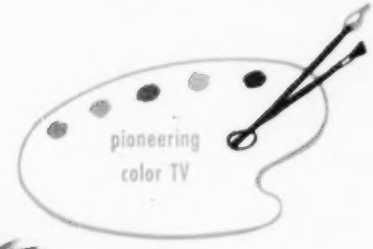
Point well taken

As in purebred pointers, championship traits are transmitted within a great television-station family.

Each station of the WKY Television System excels in programming, production, and public service. Each station offers the same experienced management that has won the confidence of America's leading advertisers since 1921.

In television advertising, it pays to choose a championship line.

THE WKY TELEVISION SYSTEM, INC.



WKY-TV Oklahoma City
WKY Radio Oklahoma City
WSFA-TV Montgomery
WTVT Tampa-St. Petersburg
Represented by the Katz Agency



Are Distributor Discounts too Low?

By LOUIS H. BRENDEL
Merchandising Manager
James Thomas Chirurg Co.

Manufacturers may have to boost their discounts to industrial distributors. The reason: Distributors contend that their net profit is dropping alarmingly. In fact, the subject came up for considerable discussion at the Triple Industrial Supply Convention held recently in San Francisco. It appears that distributors will make an organized push for higher discounts.

In the past few years their associations have sent mailings to all manufacturers whose products are carried by member firms, strongly urging that manufacturers help them increase net profits. These pleas have not worked mainly because they have been too general. They have been aimed at every manufacturer, regardless of whether his individual distributor discount was 15% or 35%. Such blanket blasts aimed at innocent and guilty alike are unlikely to produce favorable results.

Blanket Blasts

We are reminded of a sales manager who, after being "eaten-out" by his president, would regularly write a monthly letter to *all* his salesmen giving them *all* hell. Yet probably only the bottom third of his force may have deserved criticism. Certainly the top third did not rate being blasted; if anything, these good producers should have been praised. To illustrate the negative effect of such general criticism: One of this sales manager's top producers told a factory man visiting his territory, "Do you know what I did the last time I got one of those letters? Well, I was so mad that I didn't do anything but go to the movies for two days until I cooled off." (Shortly after that he quit and is now a sales manager himself—one who does not write form letters criticizing *his* men).

Allocating Blame

Some manufacturers are asking why distributor organizations send out squawks to all manufacturers about inadequate discounts. "Don't they know any better than to condemn *all* for the shortcomings of a few?" The answer is: Certainly they know better; but in many instances their sales and profit bookkeeping figures are not sufficiently broken down by product lines to permit specific complaints to individual manufacturers. The lazy sales manager, mentioned in the previous paragraph, did not have this alibi. He had the facts but he ignored them.

The Norton Co., maker of grinding wheels and long a leader in enlightened distributor relations, feels that at best the gross profit figure is only the starting point, that the net profit produced by the sale of a line is the figure that is vital to the distributor. As an aid to distributors in obtaining this figure on its line, the Norton Co. sent an accounting expert to cooperate with three distributors in developing a suitable cost accounting procedure which was later made available in brochure form to all Norton distributors.

This problem of constantly mounting operating costs and fixed gross profits is not peculiar to distributors. It is now the greatest headache of each manufacturer. In most instances the latter group has a better bookkeeping system for determining which products are profitable and which aren't. This factual ammunition is helping him shoot down unprofitable items and standardize on money-making ones. Distributors with similar information are concentrating on their profitable lines; if it isn't necessary to carry an unprofitable line to accommodate a pet customer—they are discarding it.

One distributor who doesn't believe in indiscriminate condemnation of all manufacturers is the Squier, Schilling & Skiff Division of the Alban Corp., Newark, N. J.

This outfit can be extremely selective in discussions with its manufacturers concerning inadequate profit margins because it prepares a "Product Line Appraisal."

Careful Evaluation

The appraisal itself evaluates each of the product lines carried by the distributor in terms of potential, gross profit, handling costs (administrative, sales, paperwork, and warehouse). It also evaluates the worth of each product line sold in terms of percentage of gross profit to invested capital, and percentage of direct to total sales. It then rates each product line from A to C—depending on its relative profitability in terms of the above factors.

Such information has enabled Howard Begg, general manager, to prepare an incentive campaign which en-

Have you ever had a whispering campaign work for you?

When one person passes the word to another about a product or service and the second person starts telling her circle of friends — that's the kind of whispering campaign that soon becomes a loud shout on the sales front. But the problem is: how and where can an advertiser plant the word that gets around?

Alfred Politz has just revealed new and pertinent facts about this chain reaction of influence and how it starts. His latest study on magazine impact shows that 8 out of 10 Saturday Evening Post readers recommend or talk about things they've seen in the pages of the Post.

Here is the greatest potential for word-of-mouth advertising yet discovered . . . millions of INFLUENTIALS in one mass market. They spend hours with the Post. They like and approve of Post editorials. They respond to Post advertising. Sell them, they tell the others!



The Saturday Evening POST

A CURTIS MAGAZINE

Sell the POST INFLUENTIAL -the mass market of active influence

389 "SMOKESTACKS"... COUNT 'EM!



And how those stacks are smokin'! Down at their business end you'll find the 389 diverse industries that help make the South Bend market one of the Nation's richest. Of these 389 companies, 144 employ 25 or more people. Obviously, no single concern dominates the South Bend market. That makes for stable prosperity! Saturate this market, Indiana's 2nd, with one newspaper. Write for details.

The South Bend Tribune



The South Bend, Ind. Market: 7 Counties, 1/2 Million People

Franklin D. Schurz — *Editor and Publisher*

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

courages his 26 inside and outside salesmen to put sales emphasis on lines which net the most profit. He divides all manufacturers' lines into three groups:

Group A products—Over 7% net profit
Group B products—Over 2 to 6% net profit
Group C products—Over 1 to 2% net profit

Salesmen are encouraged to push money-making lines by these group incentives:

Group A products—3% incentive
Group B products—2% incentive
Group C products—1% incentive

The plan is simple. The salesmen understand it and like it, as is evidenced by the 26% increase in sales during the first six months it was in operation. This industrial distributor credits a large part of his success to the possession and use of the facts about his business. He believes other distributors—if they knew as much about their businesses—could be equally successful. He attributes his regard for facts to his previous experience in manufacturing, where detailed cost and other data must be maintained and applied if a firm is to survive.

In contrast with this background, most distributors started out as successful salesmen who got a few lines and found themselves in business—frequently without a true appreciation of the importance of detailed operating information, sometimes lacking the personnel and office equipment necessary to provide it. Until the last few years this lack of facts was not critical. Our booming economy flooded all distributors with orders. They had no difficulty in selling all the industrial products their manufacturers could turn out. The spread between operating costs and gross profit was adequate, they had a good turnover and they made money.

Shrinkage in Profits

Then gradually sales and other operating costs started to creep up and the gap between them and gross profits shrunk. Distributors have become increasingly aware of this shrinkage. But many of them aren't sure which lines cost the most to sell, to warehouse, to handle, to deliver, etc.—so they don't really know which ones are making and which losing money.

It can be difficult to appraise the degree of profitability of a line even when all the pertinent figure-facts are known. Gross profits may range from a low of 17½% to a high of nearly 34%; average invoice value spread from $12.75 to $406.81 (as they did for S. S. & S.); and selling costs vary all over the lot. So that one factor may either offset or augment another in evaluating a line.

For example: If a line produces a gross profit of 33% but develops a cost of more than 33% in handling—as can be the case—then the line is not profitable. At the same time, a gross margin of 20% may, if the handling cost is only 10 or 11%, result in a net profit of 9 or 10%, which makes the line extremely attractive. Analysis of several distributors' operations have shown that such cases exist.

It is not our intent to pass judgment on how much discount a manufacturer should allow his distributors. Our endeavor is to emphasize the distributors' (and manufacturers') need for better analysis of profit and loss figures. Armed with these figures, the distributors and their associations can be more effective in their campaign for increased discounts: They can aim their demands directly at those manufacturers whose lines provide lower than average *net* profits. **The End**



"My salesmen always carry the latest information

thanks to our new CATALOGER" . . . by Remington Rand

TRADEMARK

And they make more sales too, because . . .

- material is well organized thru efficient indexing
- latest data is always there and in the right sequence – due to ease of insertion
- flat reference speeds finding and saves valuable margin space
- light weight and unusual compactness encourages constant use
- distinctive appearance enhances company's prestige

Additional outstanding features of Remington Rand CATALOGER: It may be had in 3-post style to fit ring binder punching, or with 4 posts to meet automotive, electrical, hardware specifications. It expands 65% from minimum capacities without any post adjustment.

A wide range of binding materials is available in either stiff or flexible covers. The exclusive "Rem-Bossed Process" will personalize your cover design with beautiful clear reproductions of your company name and trademark.

Get full particulars today – your free copy of "Binders That Build Business." Write Remington Rand, Room 1632, 315 Fourth Avenue, New York 10 – just ask for LL234.

Remington Rand
DIVISION OF SPERRY RAND CORPORATION



The Hagan Corporation says: "Two of the features we like best are: the binder can be opened to any page and it lies flat and remains open . . . also, the ease with which sheets may be removed or inserted."



Your packaging showmanship begins at Dow

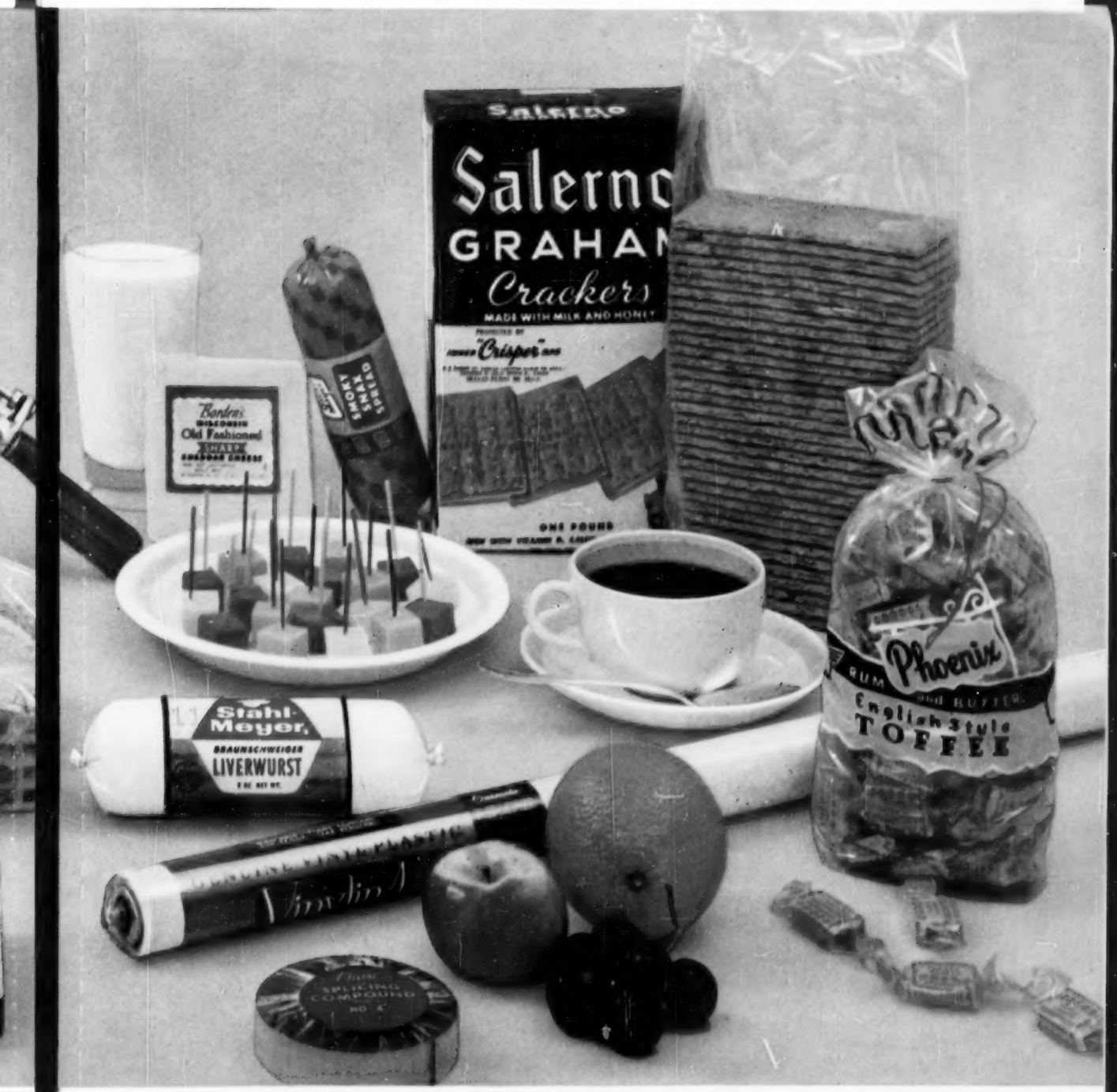
Show it in **STYRON** *and sell it!*

It has to be *seen* to be sold. Here is packaging that does your selling where it counts . . . right at the point of sale.

Distinctive plastic containers made of Styron® put your product on display to clinch more of those lucrative impulse sales. And their complete protection en route and on the counters guards the freshness and flavor that assure repeat sales.

Time to give your product a sales lift? Then let Dow Packaging Service help you put the showmanship in your packaging that means a fast-moving, sell-out performance.

The Dow Chemical Company does not fabricate finished packages, but rather is a raw material supplier to leading manufacturers.



Show it in **SARAN WRAP** *and sell it!*

Never has flexible packaging done so much for flavor . . . for freshness . . . for sales!

The sparkling beauty and satin softness of Saran Wrap* give no hint of its toughness and protection. And its transparency puts on a show of appetite appeal shoppers can't resist.

The Saran Wrap hallmark of protection on your package tells homemakers you're giving them the best. Dow Packaging Service is ready to help you design the right package for your product. Write today! THE DOW CHEMICAL COMPANY, Midland, Michigan, Packaging Service PS-1531G-1.

**Trademark of The Dow Chemical Company*

YOU CAN DEPEND ON

DOW



THEY SAY
MY BOSS IS A BORN SALES MANAGER!

"HE SAYS THE DUN & BRADSTREET STATE EDITIONS SHOULD GET THE CREDIT. He just makes sure each salesman works his territory with the facts in a current State Edition—and week after week the men turn up the extra sales to beat the quota."

Your men can do the same. Every line in a State Edition tells a sales story—the name of the business, what they sell, how long they've been in business—with a rating showing financial strength and credit appraisal. These are the facts a salesman needs to plan his daily calls, put the most effort where it does the most good.

The July State Edition is now ready. For further information on this sales tool, fill in and mail the coupon below.

DUN & BRADSTREET, INC.
Department 11
99 Church Street
New York 8, N. Y.

I'm interested in your State Editions. Please send full details, including prices. No obligation on my part, of course.

Individual.....

Company.....

Address.....

City..... Zone..... State.....

Ray-O-Vac Finds the Near-Perfect Package

By ETNA M. KELLEY





PERFECT for jumbling, the Poly-Pak can also be placed on peg boards, displayed on a bayonet or hung from a wire rack.

A package good enough to merit an entire merchandising program built around it — that's the dream of all sales managers. And J. A. McIlnay, vice-president, sales, Ray-O-Vac Co., Madison, Wis., saw the dream fulfilled in the firm's new "Poly-Pak": two standard size LP flashlight batteries sealed in a pre-priced polyethylene bag.

Originally introduced in test markets early in 1956, response was so "overwhelming," according to McIlnay, that the "Poly-Pak" had to be temporarily withdrawn. In the remaining months of the year, new machinery and production lines were completed, and an all-out selling campaign, based on the package, was set up. It got under way in January of this year.

"The 'Poly-Pak' encourages impulse sales and stimulates self-service at the retail level," explains McIlnay. . . . "And two batteries together are a normal purchase. Flashlights, radios and most toys usually require a minimum of two cells. The transistor radio market is growing by leaps and bounds; and proper display of batteries, which is promoted by 'Poly-Pak,' will help any dealer to take advantage of this market, since many of the sets are powered by flashlight batteries."

In addition to doubling the unit of sale, the package has several other dealer-approved features: The plastic bag keeps the batteries fresh. It permits a clear view of the distinctive Ray-O-Vac trademark, Guarantee, and featured phrase "Leak Proof," with the design lithographed in bright red, yellow and blue. The bag discourages pilferage. The words, "FACTORY FRESH POLY-PAK — 40c," are printed directly on the bag.

This pre-pricing, so popular with retailers as a means of saving labor, is not new with Ray-O-Vac, which formerly indicated the price in the cap of the battery. The ink used is blue, according to the grocery field code, which treats batteries as a standard grocery item — as distinct from red, used for meat and fish pricing, and green, for produce. (This color code is a time-saver for check-out clerks.)

The bag is punched at the top, for hanging on a peg-board or bayonet type display. It is equally adaptable for counter, shelf and mass display.

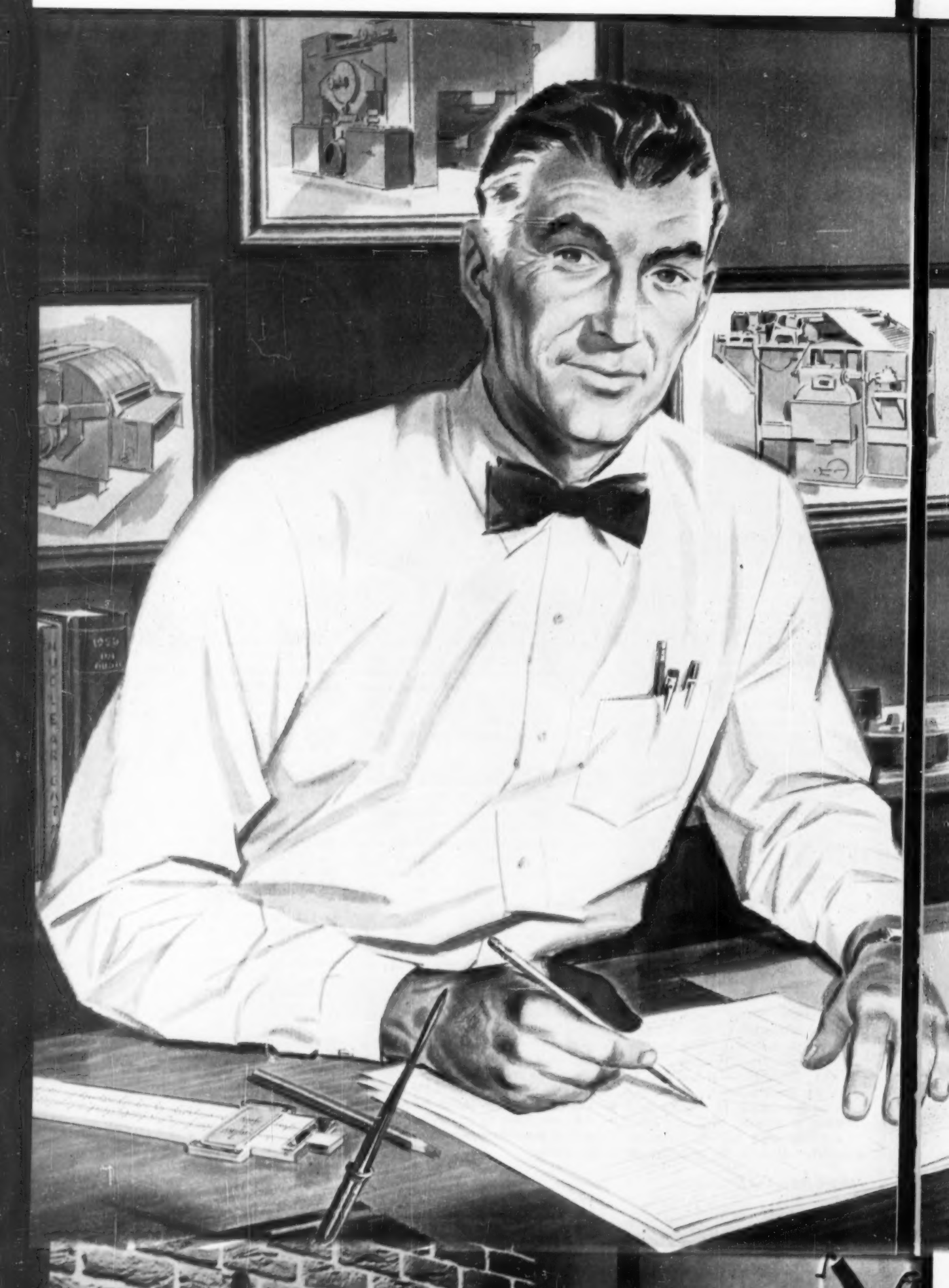
To get the full benefit of "Poly-Pak," Ray-O-Vac needed an effective way of moving the polyethylene-bagged batteries from wholesaler to dealer to ultimate consumer. The method chosen was a "Jumble Display Pak" consisting of 48 "Poly-Paks," shipped in a carton that converts to a point-of-purchase display. It is necessary only to slit the tape on the carton, lift off the top, pull out the sides, insert a shelf-talker sign card (included with the package), jumble the Poly-Paks — and a complete self-service display unit is the result. Though it appears larger, it occupies only 8½ x 10¾ inches of space. The outer cover of the Jumble Display Pak is a dealer shipper and does not have to be opened or repacked for shipment from wholesaler to retailer.

In introducing the campaign, the company sent direct mailings, including return order forms, letters and catalog pages, to Ray-O-Vac distributors and more than 200,000 retailers.

Though it is early to measure results, the company is convinced that "Poly-Pak" is an effective sales tool. Says McIlnay, "One of the largest hardware distributors in the northwest recently went much heavier on its carload order than it ever had previously, getting a substantial quantity of 'Poly-Pak,' as well as the regular pack. Another big hardware jobber in the midwest at first told our salesman he had ample stocks of batteries, then became so excited by this package he ordered 50 cases and set up a promotional mailing and drive with his men. Several Ray-O-Vac jobbers have standardized on 'Poly-Pak.' A big racker in the west switched to 'Poly-Pak' exclusively."

If there were problems inherent in the diversity of outlets for batteries, Ray-O-Vac overcame them in designing the new package. "Poly-Pak" has been a natural for us in practically all channels of distribution—drug, hardware, grocery, automotive, variety, department store and electrical dealers," reports the company.

The End





product-design engineers MAKE MARKETS GROW

The idea for a new product can start anywhere, but nothing happens until the design engineer is given the final responsibility to actually create it. Only then does the chain reaction take place that makes the Original Equipment Market the most dynamic, challenging and rewarding sales target in the world.

Like a lady buying red shoes, one basic design decision leads to another, and another, and another. Every new product, or improvement, opens the door to countless alternative design possibilities. Because the design engineer is responsible for the total performance of the finished product, he must study, evaluate, select, and integrate the latest developments in all fields of design engineering.

Decisions relating to electronics, hydraulics, pneumatics, fastening and joining, power transmission, etc. — they all stem from the test: "Will this design do it better? And if so, how does it affect the other design decisions?"

Materials, parts, finishes involve thousands more decisions. They meet the same test of objectivity: "Will this do it better?" After testing, even after marketing, many of these decisions will be changed. Always under pressure to get the design "frozen" for production, they must make decisions within given time limitation.

Sometimes design engineers make wrong decisions, but they know better than anyone else the high price of watching their "mistakes" come rushing off the production line. That's why they seek all the facts, and weigh carefully the pros and cons, of every single item that they specify. There are no unimportant decisions, for even the smallest, most insignificant unit can destroy total product performance.

The man with the green thumb is an apt title for the design engineer. For he is the man that makes markets grow. Look at any growth industry—aircraft, electronics, office equipment, machine tools, appliances, autos, etc.—and ask yourself how it got that way. Many people contributed original ideas, but nothing really happened until the design engineer harnessed the right design to the right materials, parts, finishes. These are the men who will keep markets growing by making us dissatisfied with last year's model, and by constantly tempting us with better, more efficient products.

They keep their magazine growing, too. In the past five years their subscriptions have doubled the circulation of PRODUCT ENGINEERING. No wonder advertisers put more pages, and invest more dollars, in Product Engineering than any other design publication.

Product Engineering
MAKES SALES GROW



ABC ABP

The McGraw-Hill Magazine of Design Engineering

McGraw-Hill Bldg., New York 36, N.Y.



IT'S GOOD-LOOKING, but it has other strong sales features. Decro-Wall is washable, is resistant to grease, stain and fire, can be applied to any surface without special preparation. Added sales feature: you can "do it yourself."

"A Million Dollars' Worth Of Free Advice"

That's what Herbert Zipkin got at a wallpaper wholesalers' convention in Miami. It put him in business. He was starting to market plastic wall coverings with the look of brick or stone, and he was mighty puzzled about how to proceed.

Decro-Wall Corp., Yonkers, N. Y., has just moved into a new factory, doubling its capacity. The move was necessitated by the brisk demand for a product introduced less than two years ago—a 3-dimensional vinyl plastic wall covering that looks like brick or stone.

This resemblance won quick acceptance for Decro-Wall (trade name of the new product); but *it had to be seen* to be appreciated. Herbert Zipkin, founder and president of the company, realized this fact from the first, and it has influenced his distribution pattern and merchandising program. That he was right is proved by last year's sales of over half a million dollars, not a fortune in comparison with today's giant enterprises but quite substantial for a young company with a new product.

The firm concentrates on maximum display for Decro-Wall through its dealers (it has 7,500 out of a possible 9,000 in the wallpaper field) and through other companies (non-wall-covering) it persuades to promote it as part of their own merchandising programs. Decro-Wall is exhibited extensively at home shows, conventions and other heavy-traffic gatherings. United Artists will use it as background in at least 10 films and in still photographs.

With or without missionary work on the part of Zipkin's organization, the product was shown last year on the cover of the New York Telephone Co. annual report; on a page of Norge advertising in *The Saturday Evening Post;* in both G-E and Hotpoint magazine advertising; and in the advertisements of Mohawk carpets, Kroehler furniture, DuPont (Dacron), and Chase Brass & Copper —always in color. Most significant of all, The B. F. Goodrich Co. featured it by name in an advertisement for Geon (raw material of which it is made) in *Business Week, Fortune* and *U.S. News & World Report,* in 1955, and again in the March 1957 issue of *Architectural Forum.*

Coincidence played a big part in Decro's flying start. Story began when Zipkin came out of the Army in 1946 with $5,000 in savings, which he put into a plastic-display business. He built the displays at night, sold them by day. After a while he found himself making simulated brick and stone backgrounds for store use. They were so attractive he thought they might be sold for homes as well.

By May 1955 he had developed

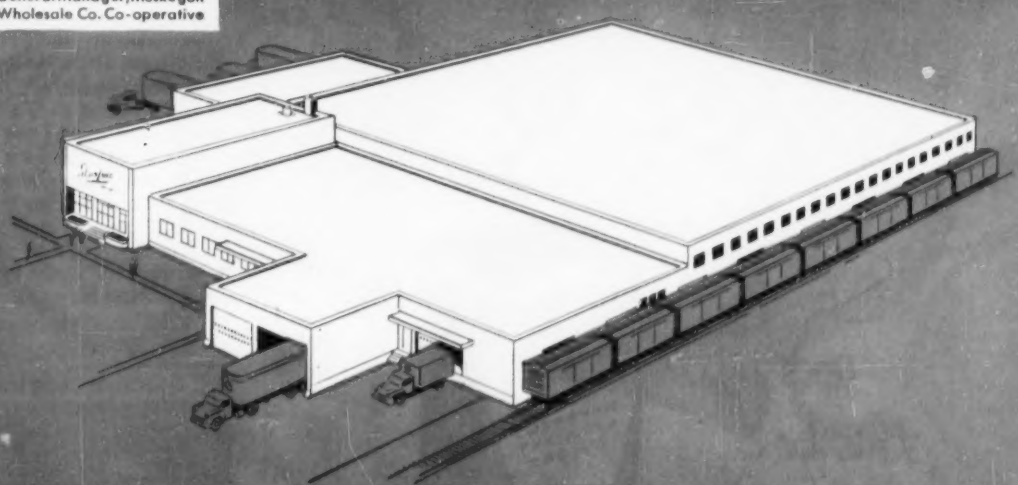
MUSKEGON

"When it's National Newspaper Advertising it must be in The MUSKEGON CHRONICLE to boost our sales."



GEORGE I. LINDRUP
General Manager, Muskegon Wholesale Co. Co-operative

"We know The Muskegon Chronicle has exceptional coverage—99% in the Muskegon metropolitan area and almost as impressive in the adjacent West Michigan trading area. We know, too, from results, the small and to a great extent non-home circulation of the Grand Rapids, Detroit and Chicago newspapers in the Muskegon area does not warrant our stores tying in with the national advertising they carry. We are big users of space in The Muskegon Chronicle. It gives us the buying audience we want . . . and there is no comparable way to reach the same 44,000 families."



MILLION DOLLAR GROCERY WAREHOUSE—handles much of Muskegon County's $46,710,000 food sales, plus sizable sales in 8 other counties. The Muskegon Wholesale Company warehouse, covering 102,000 square feet, is owned by the 160 Quality Service and affiliated stores it serves. The modern structure was built in 1952. A 21,000-sq.-ft. addition was completed in February by this progressive Muskegon company.

Local know says "Put it in The MUSKEGON CHRONICLE"

"the best of Michigan"

BOOTH NEWSPAPERS

THE BAY CITY TIMES · THE ANN ARBOR NEWS · THE FLINT JOURNAL · THE GRAND RAPIDS PRESS
THE SAGINAW NEWS · JACKSON CITIZEN PATRIOT · KALAMAZOO GAZETTE · THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kuch, 260 Madison Ave., New York 16, MUrray Hill 5-2476; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

Something goes into this box besides crayons...



FEDERAL PAPER BOARD COMPANY, INC.

NATIONAL FOLDING BOX DIVISION

MORRIS PAPER MILLS DIVISION

SALES OFFICES: NEW YORK, N. Y.; CHICAGO, ILL.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N. J.; BOSTON AND PALMER, MASS.; CLEVELAND AND STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.; MARION, IND.

FOLDING BOX PLANTS: BOGOTA, N. J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; COLUMBUS AND STEUBENVILLE, OHIO; PITTSBURGH, PA.; MORRIS, ILL.; MARION, IND. PAPER BOARD MILLS: BOGOTA, N. J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; MORRIS, ILL.; READING, PA.; STEUBENVILLE, OHIO; WHITE HALL, MD.

this idea to the point of ordering advertising brochures showing his 3-dimensional wall coverings. Seeking merchandising advice on what was to him a new field, he telephoned the editor of *Wallpaper* magazine (now *Wallpaper and Wall Coverings*), and learned that there was to be a convention of wallpaper wholesalers in Miami *the next day*.

No Time to Waste

Zipkin had to move fast. An opportunity to see the nation's leading wall covering wholesalers under one roof, at one time, couldn't be passed up—it would save the expense and effort of traveling about the country to show the product. But there were difficulties: no plane tickets for himself and his sales manager (and cousin), Herman Zipkin; no Miami hotel reservations; no finished literature—just proofs of advertising brochures still in preparation.

Somehow the two found seats on a plane and arrived in Miami the following morning; talked themselves into rooms at the Fontainebleau (where most of the wallpaper wholesalers were registered), and settled down to work at 6:30 a.m. Before 9 a.m. they had coaxed the association's public relations man into giving them a list of the room numbers of members. They penciled brief notes saying, in effect, "Look us up," and attached them to the brochure proofs. Then Herbert started at the top of the hotel and worked his way down, slipping



PRODUCER'S ASSIST: B. F. Goodrich, makers of Geon, the polyvinyl material out of which Decro-Wall is made, featured the new wall covering in a four-color full page ad in Business Week and U. S. News.



Some sales executives must feel like the farmer who, when offered a book on "BETTER FARMING," said "Heck, I haven't even got time to farm as well as I know how to now!"

So maybe there's some merit in the thought that the busy sales executive might be able to get *better* results out of the time he's got by putting the practitioners of "Ditch-Digging" Advertising on his team . . .

because "Ditch-Digging" Advertising procedures can help reduce the guesswork that sometimes impairs results. Like this:

1. We find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your potential customers. We find out *why* your customers and prospects feel as they do.

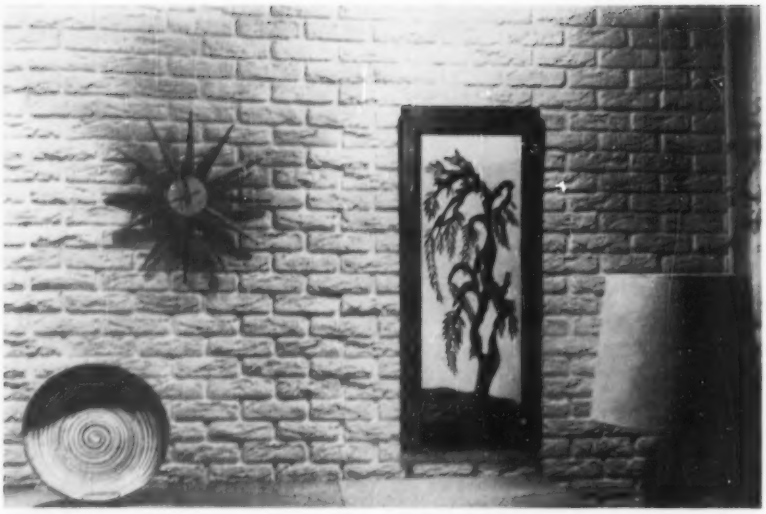
2. Then, and only then, we determine the best advertising approaches and appeals best calculated to improve the viewpoints and reduce the confusions that obstruct low-cost selling.

This agency is equipped to work with any sales executive who wants to make sure his advertising theme is right, but doesn't have time to do it himself! If you'd like to see how "Ditch-Digging" Advertising procedures have done this for other sales executives, just let us know where and when.

The Schuyler Hopper Co.

12 East 41st St., New York 17, N. Y. • LExington 2-3135

"EXPERIENCED IN THE REDUCTION OF GUESSWORK IN ADVERTISING & SELLING"



DECRO-WALL is more expensive than many competing wall coverings. Photographs and displays like this are designed to show the money is well spent.

a brochure under the door of each wholesaler; Herman worked his way up, and the two met midway, completing the job.

"As soon as we got back to our two-room suite, the telephone began to ring and wholesalers started coming," recalls Zipkin. "They were all over the place, sitting on the bed and the floor. And they fired questions at me that made me realize how little I knew of marketing in their field: Would I give exclusive distributorship? What was my capacity? What about packaging? Who would pay for displays? What about pricing?

"There was nothing I could do but throw myself on their mercy. I said I knew I had a good product—their reaction confirmed this. But I admitted I knew nothing about selling to their market, and I asked them to help me. It turned out fine. Within a couple of hours, I had signed up seven leading distributors, and I had received the benefit of 200 years of experience and a million dollars' worth of advice."

Here are some of the things Zipkin learned during that session—part of the "million dollars' worth of advice" he got.

1. His judgment was right in deciding to sell through wall covering dealers rather than through building material outlets, as he had once considered doing. Sales depend largely on display, and wallpaper dealers are more likely to display Decro than building supply firms that handle a great variety of merchandise.

2. It is advisable—indeed necessary—to give exclusive distribution to wholesalers, but not to retailers.

3. Retailers in the field need plenty of help, especially in the form of point-of-purchase aids. (Many are former painters or wallpaper hangers.) Good feature: They are accustomed to paying for such aids.

4. As to packaging, the product must be offered in room lots, sufficient for the average job.

5. As to price, the distribution structure is complex, and markup must be enough to allow for discounts to decorators, contractors, painters, dealers and, of course, wholesalers. (The retail price is about 50c a square foot or $3.45 for a 2′ x 4′ panel. To forestall consumer resistance, the company features ease of application and the do-it-yourself angle. The line has recently been extended to include two lower-price versions, one at 27½c and one at 41c per square foot. Dealers had been asking for these additions to make the product attractive to lower level income brackets.)

The underlying philosophy of Zipkin and his staff is: Get *everybody* to look at Decro-Wall: at the real thing, if possible, in exhibits, home shows, flower shows, dealer windows, interiors; or in photographs, in films, over television.

To encourage distributors and dealers to participate in expositions and home shows, the company lends complete display booths, the user paying only shipping costs. At this writing, such display units are on view in Boston, Los Angeles, Dallas and Atlanta.

Management keeps in close touch with its accounts, sending them frequent news bulletins. Zipkin himself writes many letters to distributors and dealers, notifying them when Decro-Wall appears in the advertising or editorial pages of a national magazine—or a regional one, for that matter. California was a ready convert to Decro, and this has been reflected in local editorial illustrations.

An Actress Sells

Sales tools include advertising brochures; instruction literature with strong do-it-yourself overtones; product samples; window streamers; photographs of applications; display panels (latest is a life-size die-cut of actress Tina Louise shown against a Decro background).

Thus far the company's own advertising has appeared chiefly in business papers, such as *Wallpaper and Wall Coverings, American Paint & Wallpaper Dealers, Interiors,* and *Paint & Wallpaper Logic.* Dealers are supplied with mats.

Since Decro-Wall is more expensive than many competitive wall coverings, the company has the job of educating consumers to accept the price differential. It hammers at the point that the eye sees more wall space than any other area in a room; that it doesn't make good sense for a home-owner to pay hundreds of dollars for a piece of furniture less noticeable than the wall against which it stands, and then neglect the wall.

The product has sales features that are emphasized in advertising and promotion. In addition to its textured look, it is washable, resistant to grease, stain and fire. It can be applied, without special preparation, to any surface: wood, paper, concrete and cinder block. (This last makes its desirable for use in cellar and basement playrooms.) It lends itself to special applications: for imitation fireplaces, room dividers, planters, etc.

As might be expected, Decro-Wall has attracted competitors, but it has two important advantages over them: One is an exclusive interlocking feature of the panel construction which heightens the unbroken "real brick" effect. (Patent is pending for this.) The other is a strong dealer relationship.

One way to stay in front, President Zipkin believes, is through research to develop new products. A new motif line has already been brought out, with patterns based on driftwood, bamboo, modern grid, Mayan stampings—some "so new we haven't the nomenclature to describe them yet," Zipkin explains. **The End**



Who cares?

Anniversaries are real nice occasions for the folks who are having them—but let's face it, not many others are really interested.

Folks don't listen to a radio station just because it's 35 years old. They listen because, day after day after day, it brings them what they want to hear most. And WJR does that! This was proved by a survey made by Alfred Politz, Inc., which shows that 41% of the adult listeners in the Detroit-Great Lakes area claim WJR as "their" radio station. Remember, this is in an area where 196 other stations can be heard!

WJR's advertisers don't use WJR just because it's 35 years old. No sir! They're more interested in the fact that in the age groups that control 80% of the buying power, WJR reaches more people than the next six Detroit stations combined.

If you have a product that you'd like to put across in the rich Detroit-Great Lakes market . . . what you want to know is what WJR can do for you. And the man to call is your Henry I. Christal representative—he's got all the facts.

The Great Voice of the Great Lakes

WJR *Detroit*

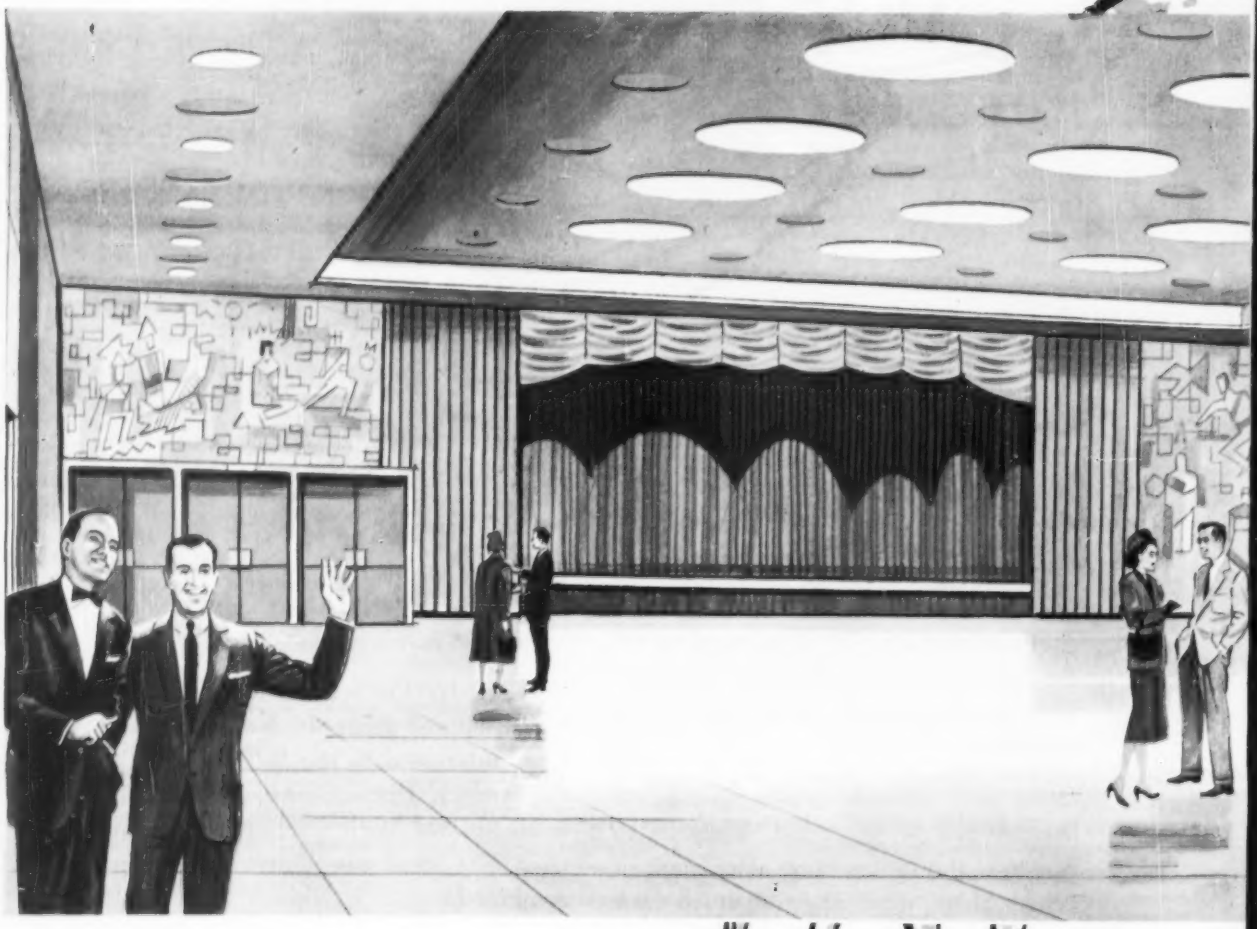
50,000 Watts *CBS Radio Network*

35 years of service



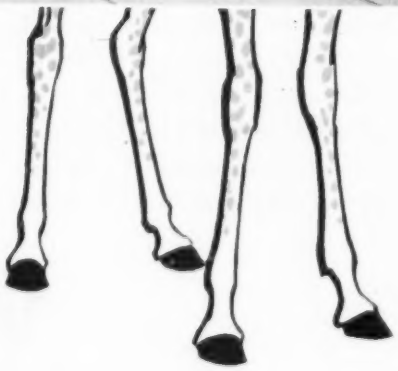
Drive carefully and you'll enjoy more anniversaries

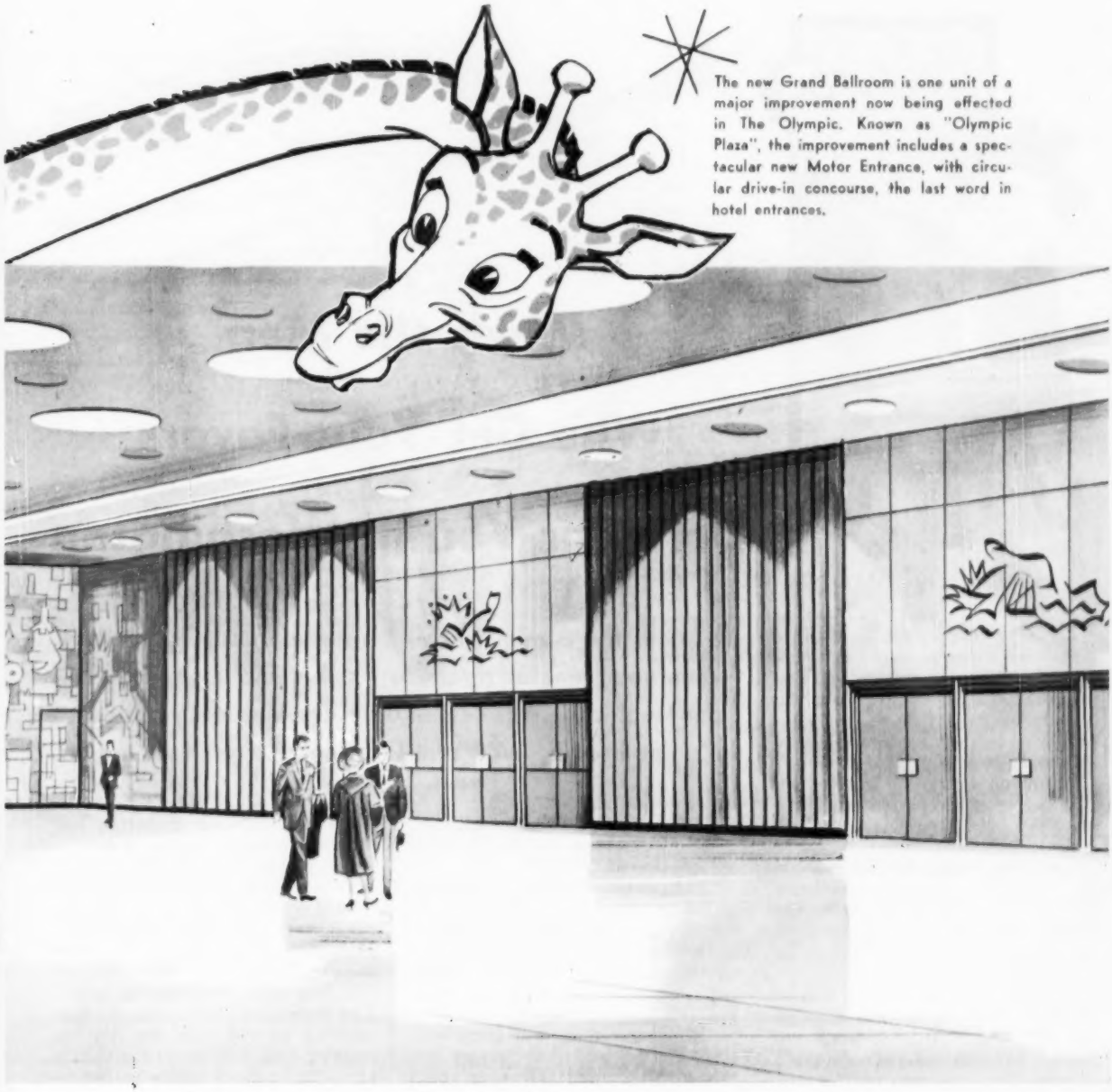
Boy—what a spot for a **CONVENTION**



THE NEW GRAND BALLROOM pictured above:

- . . . measures 82 x 126 feet, over half-a-block long.
- . . . has a stage measuring 18 x 38 feet with dressing rooms and every theatrical facility.
- . . . can be arranged to seat up to 921, 950 or 1025 persons for banquets.
- . . . can be arranged to provide 70 booths 8 x 10 or a combination of 27, 8 x 10's and 48, 6 x 10's.
- . . . provides completely equipped projection room.
- . . . conveniently-spotted power units provide easy access to light, radio, TV, PA, phone and closed-circuit facilities.
- . . . has an easily accessible, and large-size, service elevator for the ready movement of displays, props, exhibits, etc.
- . . . embodies every modern facility and device to contribute to the success of your meeting, exhibition or convention.





The new Grand Ballroom is one unit of a major improvement now being effected in The Olympic. Known as "Olympic Plaza", the improvement includes a spectacular new Motor Entrance, with circular drive-in concourse, the last word in hotel entrances.

Yes, what a spot for a convention! A brand-new elegantly finished and comprehensively equipped all-purpose room which brings a new dimension to convention, exhibition or other gathering purposes in the Pacific Northwest. Over a half-block long and capable of accommodating up to 1600 persons, our new multi-purpose room will enable us to accommodate conventions and other group gatherings of considerably greater size than heretofore. The new facility may be used as a single unit, or is dividable into two segments. It adjoins our beautiful Spanish Ballroom, which in turn adjoins our Spanish Lounge and may, if desirable, be used in conjunction with these facilities. In addition there are 13 other rooms, of varying sizes, 'round and about our Main Lobby, making possible as many as sixteen simultaneous sessions ranging in size from 10 to 1600. Let us tell you about these unusual facilities. Write for our completely descriptive and illustrated brochure.

THE Olympic WESTERN

SEATTLE'S NATIONALLY NOTABLE HOTEL

Tom A. Gildersleve, Gen. Mgr.



Meet the Men Who Get Your Favors Done for You in Washington

They are the administrative assistants to our 96 senators. When your senator refers to his AA and suggests, "Tell your troubles to Ed; he can do everything for you I can," he's not brushing you off. The AA can get fast action.

"I am to the senator," explained the administrative assistant to a prominent Republican leader, "what Sherman Adams is to the President." In describing his own job, he gave what may be an insider's impression of how Adams operates.

"Most of the time," he went on, "I know what the senator would do and I just do it. Now and then, there's some doubt. In that case, I consult.

"A mayor from back home wants the senator to write a certain letter to him. I'm not quite sure what the senator would do, so I neither agree nor refuse. I'll recommend that he send nothing.

"Another man wants some help in getting a bill out of committee. I tell him bluntly the senator is opposed. That ends that—in about three minutes. No, this man isn't a constituent, just a general lobbyist. If he were, it would take me longer—maybe 20 minutes—to say that same thing."

The assistant summarized:

"I do everything a senator does except vote."

Decisive as this sounds, you must not infer that any business you may have with a senator can be carried on as conclusively with his assistant. A lobbyist summed it up thus:

"It all depends on the senator. There are some who clear practically everything with their AA's, others whose AA's are glorified clerks. I've been working this beat a long time so I generally know whom to deal with. When a new senator comes to Washington, I get to know both him and his AA, and judge whom to call on."

Another lobbyist, one who had been an AA himself, accented this:

"It depends on how the senator runs his office. When I don't know, I see the AA first and make an estimate. Some senators won't listen to you until the AA has sifted your case. Others put no stock in their AA's—use them just for ghost writing.

"Here's something that often happens. You get hold of the senator but he's so preoccupied that your story just doesn't register. If you give it to the AA, he waits until the senator asks, 'What's the dope on such and such?' The AA repeats what you told him at the very moment the senator is interested."

Capitol Hill newspapermen describe their practice by some paraphrase of "It depends." Most columnists and top by-line writers see only senators, although one says: "Once in a while I want to know something the AA knows as much about as the senator." Reporters assigned to watch the legislators of their own states deal with both. Frequently the AA has sufficient authority (and superior talent) for supplying, over the senator's name, a quotable sentence.

An AA who has authority, and therefore is worth seeing, is busy—busier, perhaps, than the senator. You can't reach him by a casual telephone call: The young lady who picks up the receiver will explain that he's already talking long distance to someone else. If you're in Washington and visit him cold, you'll find a queue. The senator may have a harder time reaching his AA than the AA has reaching him. But there's one certain admission card—if you're an Important Constituent, he'll give you the whole morning. To be merely important or merely a constituent won't suffice; you must be both.

In contrast with people in all other Capitol Hill occupations, there's little or no fraternizing among AA's. Senators, as they sit in the cloakroom or in the Chamber, ostensibly listening to a colleague's oratory, frequently engage in chitchat. Senate mail clerks, who in their basement offices reply to the thousands of letters which require attention from neither senators or AA's, visit back and forth, lunch together, compare notes on what the post office brings and what they're doing about it.

But an AA either sends downstairs for lunch, which he eats at his desk,



469,389 weekdays
585,667 Sundays

HIGHEST CIRCULATION IN HISTORY!

Now, even more than ever before, The Detroit NEWS—with the largest weekday and Sunday circulation in its history—is Detroit's dominant advertising buy. That's why The Detroit NEWS carries practically as much linage as both other Detroit newspapers combined.

USE THE NEWS and give your sales a rise in the big-earning, big-spending Detroit market.

The Detroit News

WEEKDAY CIRCULATION 469,389 • SUNDAY CIRCULATION 585,667

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Pacific Office . . . 785 Market St., San Francisco
Chicago Office . . 435 N. Michigan Ave., Tribune Tower
Miami Beach . . . The Leonard Co., 311 Lincoln Road

SPOTLIGHTING



The Rural Southwest With Local Interest!

Localized treatment of ranch and farm news comes first with The Farmer-Stockman, the ONLY farm publication

Edited Separately for Texas . . .
Edited Separately for Oklahoma!

This local spotlighting of news and information appeals to the ranchers and farmers of Texas and Oklahoma because it gets closer-to-home . . . talks about *their* needs in their own areas. This localized treatment produces intensive readership for The Farmer-Stockman . . . makes advertising pay off issue-after-issue!

So, place *your* advertising in the farm publication *you'd* read if you lived in the Rural Southwest. Place *your* advertising in The Farmer-Stockman.

434,813 paid subscribers.

The Farmer-Stockman

OKLAHOMA CITY • DALLAS

J. H. Hunter, Advertising Director

400 N. Michigan Avenue
Chicago 11, SUperior 7-6145

500 N. Broadway
Oklahoma City 1, CEntral 2-3311

420 Lexington Avenue
New York 17, MUrray Hill 4-3340

4321 N. Central Expressway
Dallas 5, LAkeside 1-3121

or else, escorting an Important Constituent, goes to one of the nearby hotels. Only if he's from a far off, thinly populated state, can he allow himself a coffee break. If two AA's happen to sit at the same table in the Senate cafeteria, they avoid shop talk, each afraid he might reveal what must be kept secret: a position the senator has not yet announced, his relations with opposing pressure groups back home.

Although isolated from each other socially, AA's do meet on business—sometimes systematically, more often as circumstances demand. A group of about 25—assistants to the "liberal bloc" of Democrats—have what they call a "study group." After their bosses meet to discuss something expected to become Senate business, the AA's get together for a briefing.

At such sessions the AA's do more than passively absorb information. Their bosses have agreed, say, to oppose something the White House has asked for. The AA's divide the work of opposition: "Your boss is the expert on constitutional law; suppose you handle that part. I'll do the broad economic consequences. Who's good on the humanitarian angle?" At their offices the next morning they set staffs to work on research and a little later they ghost write, some only the tentative drafts, others the all-but-final speeches.

Most dealings between AA's are forced by immediate Senate business. Two senators, each on behalf of his constituents, offer exactly opposite testimony to a committee; one favors, the other opposes, a Federal project costing, say, $10 million. As the senators debate with each other, their AA's already are negotiating a compromise. With them may be the assistant to the chairman of the committee handling the bill. The senators may contribute nothing more than rubber stamps to the working out of the agreement.

In return for support received, a senator agrees to give support. The AA defines the terms. On tax bills, farm bills, tariff bills, etc., where a great many interests are involved, he's at his best. Readiness to give in is a visible badge of authority; if an AA is stubborn, it's not because that's his nature—it's because he can't commit his boss. An outsider, trying to persuade an AA, should realize this.

An assistant to a southern senator has no hand in devising strategies relating to Negro-white relationships. Usually it's a matter of how much opposition is to be directed against something—all-out filibuster, or simply some testimony before a committee and moderate-length speeches on the floor. Senators arrange this themselves, the seniors among them taking almost complete control.

As you question them about their occupations, some AA's tersely describe a routine; some flounder as if they didn't quite know what to say. Descriptions have this in common: repetition of the word "policy." The senator's policy, it appears, is the key to the AA's job. Some, like John M. McElroy, aide to Sen. John W. Bricker (R., Ohio) consider that they know policy and, except for occasional puzzlers, execute it. The assistants to Sen. A. Willis Robertson (D., Va.) and Sen. Everett M. Dirksen (R., Ill.) are instructed to ask. Many, like John L. Salter, assistant to Sen. Henry M. Jackson (D., Wash.), have helped the senator decide his policy in the first place.

Policy covers just about everything. Letters pour in urging that, as a matter of law, sales franchise contracts contain certain clauses or that the TV networks be unwound. The senator, very likely, has given little or no thought to any of this and, since he's busy enough with atomic energy or taxes or wheat subsidies, hopes not to.

NOW AVAILABLE!

NEW 1957 MARKET BROCHURE FOR THE NATIONS 262 METROPOLITAN MARKETS

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Based On The Most Authentic Copyrighted Information From Sales Managements' Survey Of Buying Power and U.S. Bureau of Census.

Pick the markets that pay off! Put your advertising and sales promotional efforts into those specific major markets that have proven their value on the basis of actual sales. In this brochure you will find the rankings of ALL 262 Metropolitan Market Areas by dollar volume in descending order for all basic sales classifications. You will find the 1956 over 1948 Gains or Losses for each of the 262 Metropolitan Market Areas in all basic sales classifications as well as the Top 100 Metropolitan Markets in the nation and the Top 20 Metropolitan Markets in the South. This accurate, authentic information will give you a source of market comparison and a yardstick for measuring the sales performance of your company. Write today for your free copy.

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Phone: Walnut 2717

New York
366 Madison Avenue
Phone: Murray Hill 7-1458

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Phone: Woodward 2-1308

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for DEPENDABLE PACKING

safe and secure



Have Allied "Kleen-Pack" your china, glassware and other fragile objects. "Kleen-Pack" is Allied's registered trademark for the newest, *safest* method used in packing today.

CALL YOUR ALLIED MOVER

... he's the No.1 Specialist

Ask him for your copy of "Before You Move"—see your classified directory, or write Allied Van Lines, Inc., Broadview, Ill.



ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS

How should he answer? Should the letters that read like stereotypes be answered at all, and, if so, how? By form letter? By general announcement?

Complaints against some agency have increased. Should they be dealt with, case by case, to help constituents, or should the senator press for investigation? If so, how? Should he tip off another senator who generally protects that agency? Should he tip off its enemy?

One senator will quickly appraise what's what and will instruct his assistant as follows: "Find out whether Senator A, Senator B and Senator C would join me in demanding a probe. If they would, do such and such; if they would not, come back for further instructions." That's one extreme. At the other, the senator and his AA sit down together, like partners, to discuss the matter.

Lobbyists don't ask a senator merely to vote for or against something; the people who do that, according to Congressional folklore, have been stirred for an angry moment by a radio talk that urged: "Write your senator now!" Those seriously interested in a bill chart its progress. They ask the senator to testify at a committee hearing, or, if the bill has been reported, to make a speech on the floor. If the senator agrees, his assistant sits down or corresponds with those who made the request, calling on them for research which he later checks through the Legislative Reference Service of the Library of Congress.

An AA is supposed to be expert at everything: dealing with other senators (through their own AA's of course); bullying agencies; cajoling constituents.

Arthur C. Perry, who assists Democratic Floor Leader Lyndon Johnson (D., Texas), puts in more than a full day dealing with Texans. Some write, some visit; all want something. Texas is big; if those in one part of the state want one thing, it is almost certain that those in another want something in conflict with it. Perry must mediate.

Letters to Johnson, as to any senator, go first to the mail room, where they're handled by clerks. What the clerks don't answer themselves, they distribute among the office staff: AA, legislative expert on labor, etc. Johnson's legislative mail goes to assistants in the Capitol Building office given him as floor leader; Perry deals with constituents' troubles.

An AA talks with Important Constituents. But the senator himself greets the Anonymous Voters. After their long journey to Washington,

To SELL MORE in Dallas...

concentrate

in The Dallas Morning News!

THE NEWS' COVERAGE AND DISTRIBUTION OF CIRCULATION IN DALLAS BY INCOME:

INCOME GROUP	NEWS' COVERAGE	% OF NEWS CIRCULATION
UPPER INCOME	77.7%	33.4
UPPER MIDDLE	55.5%	25.7
LOWER MIDDLE	50.4%	22.8
LOWER INCOME	46.8%	18.1

WHATEVER you have to sell, people with more income buy more — according to the Department of Agriculture and Federal Reserve. The Dallas News, with a higher concentration of its circulation in Dallas' higher income areas, affords larger, more effective coverage of Dallasites who have the wherewithal to buy!

A NOVEMBER, 1956 survey of Charga-Plate accounts shows over 91,000 out-of-town customers have active accounts with one or more Dallas stores. To parallel this, The News has over 92,000 out-of-town subscribers. One store says 95% of its non-resident, charge-account customers subscribe to The News. 36.8% of Dallas' retail volume is attributed to out-of-town buyers!

PERCENT OF DALLAS' RETAIL SALES TO OUT-OF-TOWN CUSTOMERS:

STORE GROUP	% OF SALES TO NON-RESIDENTS
FOOD SALES	23.4
GENERAL MERCHANDISE	61.4
APPAREL SALES	42.7
FURNITURE, HOUSEHOLD, RADIO	16.2
AUTOMOTIVE SALES	42.3
DRUG SALES	31.2
TOTAL RETAIL SALES	36.8

SM: May 10, 57

concentrate your advertising in The Dallas Morning News! You'll *sell more* in Dallas (and in North Texas) with The News' 20% larger circulation, the greater buying power of News subscribers, and The News' exclusive coverage of the larger, out-of-town Dallas Market that looks to Dallas!

DALLAS NEWS READERS HAVE MORE...SPEND MORE...AND THERE ARE MORE OF THEM!

The Dallas Morning News

Member, Metro Sunday Comics Network

CRESMER & WOODWARD, INC. • National Representative

New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

2 sales building ideas



ADVERTISING PENCILS

Now, you can have your complete letterhead, including trade-marks, cuts, etc., printed in two colors on your advertising pencils with the amazing Cincinnati "Spectro-Print" process. For free samples and details, send coupon today!

SELF-LIQUIDATING PREMIUM PENCILS

Offer six quality pencils imprinted with buyer's name in gold for only 25¢ to your customers. Just print offer on your package — costs you nothing — we handle all details including shipping.

CINCINNATI PENCIL CO.
NITRO, WEST VIRGINIA

CINCINNATI PENCIL CO.
Nitro, West Virginia

Please send FREE samples and details on the "Spectro-Print" process.

Name_____

Company_____

Address_____

City_____ Zone____ State_____

ESTABLISHED SPECIALTY SALESMEN: A few choice U.S. Territories available. Write for information.

they want to shake a hand certified to be that of the senator. The important visitor—political boss, governor, contributor, employer—is accustomed to dealing with the AA. If he isn't, the senator advises him; "Tell your troubles to Ed; he can do everything for you I can."

During the final weeks of a Congressional session, many AA's are not to be found at their offices. There's an election coming and an efficient AA, in addition to everything else, is campaign manager. He doesn't assume the title, "Chairmen of the Campaign Committee," which, by political etiquette, goes to somebody who lives all year within the constituency; but he does the work. Just as in Washington, D. C., he's the expert on home politics, so, during a campaign, he's the expert on Washington. Many do more than give advice; they're not merely inside office men but can serve passably as political orators.

The trip home a few months before Election Day is on the Government. A senator is allowed three round-trip fares—one for himself and two for selected staff members. The AA's expenses during the campaign ordinarily come out of the campaign chest.

An AA has expense while he serves in Washington. If an Important Constituent visits around noon, it's polite to invite him to lunch. Sometimes, he must be treated like an out-of-town buyer. Here experiences differ. One senator, who asked not to be quoted, put it:

"At the end of the campaign, there's usually some campaign money left over. I put this into a special campaign fund, like petty cash in a business office. If my AA has to dine somebody, he makes out a voucher."

One AA said that it more than balances out: if he treats at lunch, he and his wife are invited to dinner. Another said that the senator directly reimburses him; a third said that he was out-of-pocket a bit on lunches but that his $14,400 salary sufficiently covered his losses. Important Constituents, it appears, frequently pick up the check.

Although a good AA may be able to do a lot for you, there's one thing you must not expect. He can't take you to lunch in the Senate dining room. Only a senator can do that—and is happy to. It's most convenient for him: it's cheap (full lunch, a dollar-odd); he can introduce you to other senators, point out visiting V.I.P.'s.

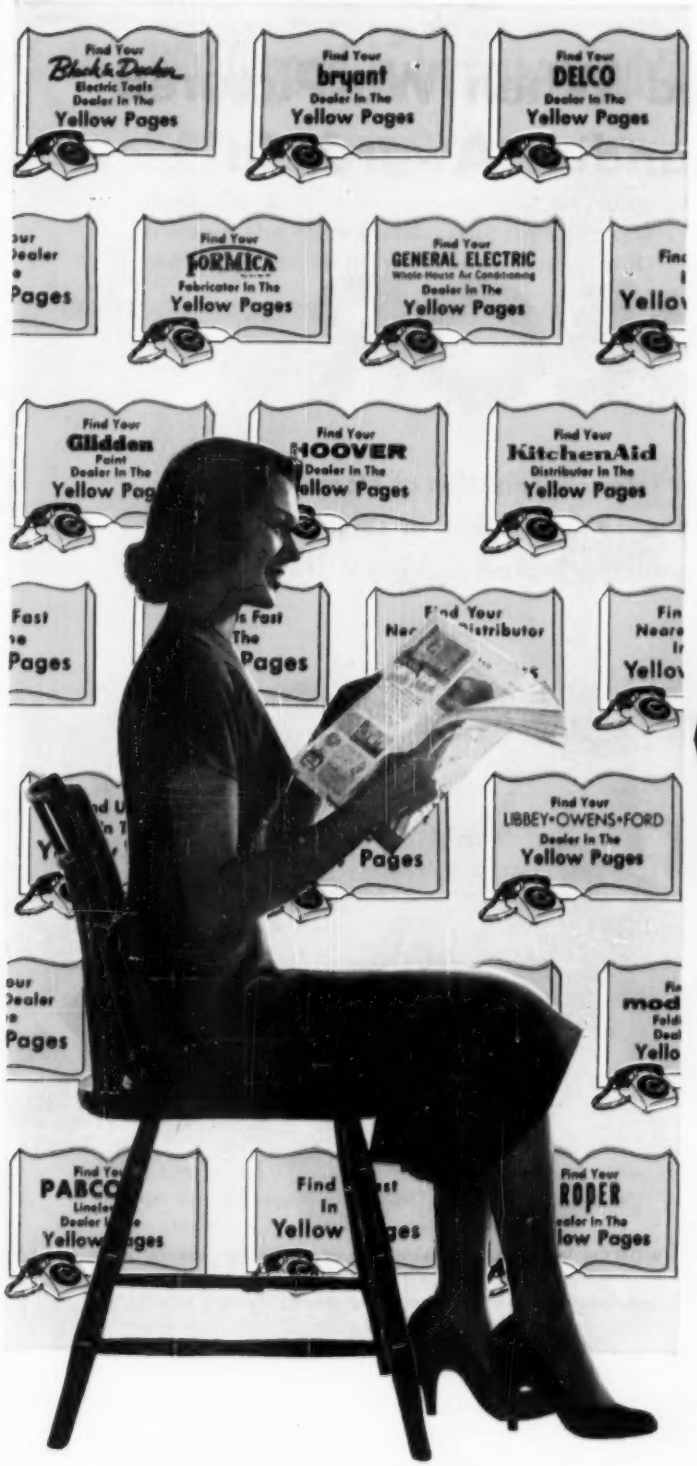
As a group, AA's are men of high talent. They organize and run complicated office business. They mediate differences among senators and constituents. They analyze legislation, do research, ghost write, make speeches. Few are pompous. Why should a man of such ability tie his career to that of another individual?

For some the job means a step up in salary. For others the senator symbolizes a cause in which the AA believes as ardently as does the senator himself.

Washington has a high population of former AA's or, since the title was first created in 1946, men who held equivalent jobs before that year. Many are now congressmen or senators. The others, like ex-congressmen and ex-senators, are lobbyists. **The End**



"Now, see here, Bilks, I'll not have you thinking on company time!"



Look for the Yellow Pages emblem in advertising to save you time and trouble in shopping. It helps you find the retailer who sells the advertised product by guiding you to the Yellow Pages of your telephone book. That's where leading advertisers list their dealers for your shopping convenience.

HERE IS ANOTHER AD

in a year round campaign to promote the Yellow Pages emblem. More than 25,000,000 readers* of Better Homes & Gardens, Life and Saturday Evening Post will see it in June and July.

Right now hundreds of leading firms are displaying the emblem in their newspaper, magazine and television advertising. Many thousands of local merchants are showing it in ads, on store fronts and trucks in communities across the country.

This national tie-in promotion makes Trade Mark Service in the Yellow Pages of telephone directories a powerful link in the chain of distribution.

The Trade Mark Service representative has complete information. Call your telephone business office!

*combined adult primary readership, Starch.

What Happened When We Pictured Our Merchandise Awards in

COLOR

The direct-to-consumer sales organization of Home Decorators, Inc., produced a 19% increase in sales in four months when prizes suddenly looked so very attractive.

By RICHARD KEAGLE
Advertising Manager
Home Decorators, Inc.



WORTH WINNING: A sampling of Home Decorators' incentive mailings furnishes some clues to why the company's salespeople are responding so well in extra effort.

Home Decorators, Inc., operate under a simple sales philosophy: *sell* your sales force and they'll sell your product.

We feel we've proved this as witnessed by a 19.1% increase in gross sales which our organization has realized since "Operation Pleasing Color" went into effect the first of this year.

Early in November 1956, Conner Rolland, superintendent of our print shop, Don Bird and John Reilly, assistant advertising managers, and I got together for a "brainstorming" session. Object: put more zip into "Home Dec's" incentive mailings.

To understand our problem, it is important to know that Home Decorators stakes its success on the active role each of the firm's 4,500 "Counselors" (direct-to-consumer salespeople) plays in selling "gracious living" to Mrs. Housewife and Miss Housewife-to-be.

Sales volume depends on an extended chain reaction: 1. A modest yet aggressive national advertising program familiarizes the consumer with the high-quality "Home Dec" product lines, helps establish our counselors as a source of authoritative guidance on the art of gracious living. 2. Our liberal commission plan is backed up by bonus extras—home furnishings and personal luxury items awarded on the basis of sales performance. 3. Extensive use is made of "order-closers" at the point of sale. 4. Purchases multiply as new customers recommend prospects and the "Club Plan" swings into operation.

Our work was cut out for us in the brainstorming session: we had to spur our sales organization to greater accomplishment through stronger motivation. With the majority of our counselors full-time housewives and only part-time saleswomen, we had to make an evening of "counseling" more attractive than a cozy seat in front of the TV set. It was a matter of basic arithmetic: with an average of one sale to every three or four presentations, we simply had to increase the number of presentations.

The first step was to present the incentive awards as truly "something extra." Increase the money spent on the bonus award? No. The wide selection of nationally-advertised prizes

What good is specialized business publication advertising?

No one is in a better position to give a hard-boiled, practical answer to this question than the men who spend their working lives on the sales front... the men the ads are supposed to help... the men who sell. Here is the statement of a salesman who knows what advertising does for him when it appears in the industrial, trade or professional publications that serve the specialized market to which he sells:



Robert E. Furer, Mead Johnson & Co.... and family. He sells physicians.

"With this tribe to feed and clothe I'm looking for all the aids possible to increase sales."

says Mr. Furer: "I can tell you that my company's advertising in the ethical specialty journals helps me make sales. I know that it gets a message to the physicians I call on. Here's an example.

"Just the first of this year we adopted the Mead Johnson slogan, '*Symbol of Service in Medicine*'. Last week when working in New Haven, I had three physicians say to me, 'How is the Symbol of Service in Medicine today?'. They did not get the slogan from me. I'm of the opinion they must have had their thoughts jell from our advertisements in the ethical specialty journals or direct mail.

"One very important thing is I know our advertising is selling items for me when that item is not on our list of products to push for the current period. For instance, Sustagen is a hot product we have in our line and it's not on our list this quarter. I love the product. It helps people be well fed and stay on the job. But this quarter my instructions are to put major effort on other items. Every time I'm tempted to deviate from the program and go after the big dollar-volume potential of Sustagen sales, I'm reassured that because of our advertising in the journals it is not being forgotten by my doctor friends. Man, this kind of help keeps you on the ball and helps me utilize the three to five minutes of face-to-face selling I have available to me with my doctor friends."

Why not ask your own salesmen what your company's business publication advertising does for them. If their answers are generally favorable you can be sure that your business publication advertising is really helping them sell. If too many answers are negative it could well pay you to review your advertising objectives—and to make sure the publications that carry your advertising are read by the men who must be sold.

The Journal NBP

One of the 207 members of National Business Publications, Inc. ...each of which serves a specialized market in a specific industry, trade or profession.

was already eliciting favorable comment from winning counselors. To increase the total effective selling time we had to stimulate every counselor to make an all-out effort to break into the awards winners' circle.

Virtually 100% of Home Dec's sales incentive mailings are created and produced internally, with printing done on small (maximum sheet size: 11" x 15") lithographic duplicating equipment. Prior to January of this year these mailings had featured illustrations of incentive awards in black and white or as duotones.

The general caliber of this work was good, but the promotional pieces —particularly illustrations of the incentive awards—lacked the dramatic impact of full-color printing.

Several times in the past it had been suggested that we go to color for our incentive mailings. But even the lowest quotes on four-color offset figured out to about five cents per sheet for the plates alone (on our usual 5,000 sheet run). The samples of color work presented by various printers were impressive. If we had been running 50,000-100,000 sheets per job we would have snapped at the opportunity to add full-color lithographing to our incentive mailing. But costs became prohibitive at 5,000 sheets per job.

Shortly before our meeting, Rochester Polychrome's Bob Tucker had visited our office with samples of color offset work. The quality of these samples, with the low per-thousand-sheet prices quoted, opened the door to the exciting possibilities of "pleasing color" as applied to our incentive mailings.

Concurrently with our exploration into the offset process, we had received approval from management for the purchase of a new offset duplicator. In investigating those on the market, particular attention was given to equipment which would make practicable the internal printing of process color from plates prepared by Rochester Polychrome.

During our early experience in color printing (none of our print shop personnel had any experience in running process color work) Tucker's advice and assistance proved invaluable. We developed a smoothly-coordinated working relationship: we supplied Rochester Polychrome with Ektachrome transparencies or dye-transfer prints; they made the color separations and plates.

Our incentive awards the early part of this year were selected from well-known brands of nationally-advertised merchandise. Contacts with various manufacturers or their adver-



KEAGLE SPEAKING: "The manufacturers who make the merchandise we offer as incentive awards—or their advertising agencies—were more than happy to supply Ektachrome transparencies as appealing as the prizes themselves."

Profile: Home Decorators

According to E. E. Severson, president, Home Decorators, Inc., successful salespeople are not born; they are made by good training combined with their own determination. Through its sales and training program, Home Decorators has "made" thousands of men and women into happy, prosperous salespeople.

The company credits itself with being the pioneer in direct selling of fine table appointments. Direct-to-the-home selling of silver was born in 1930, when William Buck, founder of Home Decorators, conceived the idea of helping women select silver to fit their individual tastes and needs in the privacy of their homes. No such service then existed.

The idea proved sound, led to the formation of Home Decorators in 1933. The business grew steadily, even through the depression. Home offices are in Newark, N.Y., 30 miles east of Rochester, where the firm is affiliated with the Commercial Enterprises, a group of companies that have been successful in the direct-selling business for 102 years.

People from many walks of life are found among "Home Decorators Counselors." They are carefully trained by an experienced Counselor to work with tested sales methods. Besides drawing weekly commission checks, the 4,500 Home Decorators Counselors participate in a continuing program of incentive contests, offering the added opportunity to win merchandise awards of every kind.

A "Club Plan" of selling, originated by Home Decorators, helps the Counselor encourage each new customer to recommend friends for "Club Membership." For each recommended prospect who buys, the customer receives an earned place setting free.

Another sales stimulant is the firm's affiliation with Emily Post. Each customer becomes a lifetime member of the Emily Post Consultation Service and receives authoritative guidance in planning weddings, parties, and other social events. The company yearly handles thousands of etiquette inquiries from Club Members.



nothing under the sun
completely covers the FLORIDA
GOLD COAST MARKET
like . . .

The Miami Herald
John S. Knight, Publisher

America's 12th largest retail market with annual sales of over $2-billion dollars.

In Sales per family in retail "LUMBER-BUILDING MATERIALS-HARDWARE" classification, Greater Miami *tops* all other 25 U.S. "billion-dollar-plus" markets. Just as you would expect in a young-family market that's always buildin', fixin' and paintin'.

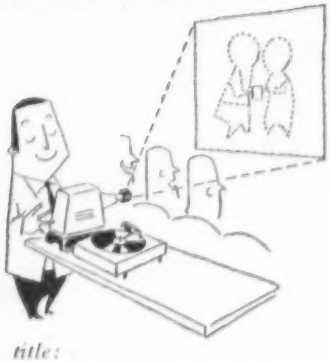
(Source: Sales Management)

For pin-pointed data, ask the man from STORY, BROOKS & FINLEY

want *"Stick-to-it-ive"* salesmen?

put on this

PREPARED SALES MEETING



title:

"Close Isn't Closed"

Here, in one package, is everything you need to stage a hard-hitting sales meeting—at small cost and with extremely little preparation. Dramatic film highlights create deep, lasting impressions of successful selling methods. Used by leading companies the nation over. Effective for any type of business.

ALL FOR JUST $22.50

COMPLETE TEXT — for step by step guidance. Contains instructions, remarks which you may read or improvise upon, questionnaires that reveal individual selling weaknesses, sales problems to stimulate discussion, summarized highlights and send-home follow-up material.

STRIPFILM — proves, with realistic situations, how closing starts at the very beginning of the interview. Illustrates how it's possible to ask for the order again and again — sticking until it's signed.

SOUND RECORDING — narration by Harlow Wilcox puts the message across clearly, forcefully, convincingly.

ORDER NOW

Send us your check for $22.50 now and save shipping costs (or we can bill you if you prefer). If material does not meet your need you may return it and pay only the small service charge of $10.00 to cover the cost of handling, plus postage both ways.

BETTER SELLING BUREAU

6106 Santa Monica Boulevard
Los Angeles 38, California

tising agencies produced excellent Ektachrome transparencies. Virtually all the companies contacted provided us with transparencies free of charge, since our incentive mailings were, in effect, free advertising for them.

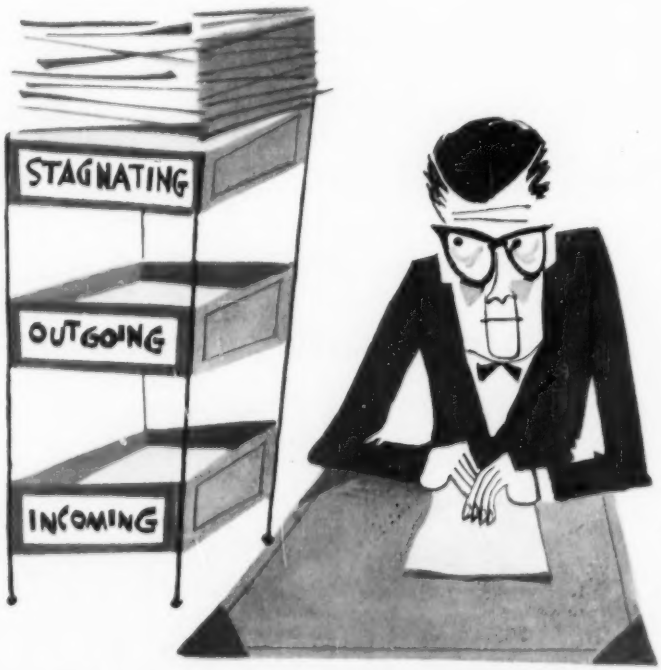
While at first we had no tangible proof of the added impetus color gave to our incentive mailings, the mail response from our counselors indicated that life-like color reproductions were a hit. Cost figures on "Operation Pleasing Color" were most gratifying: the tab for our first series of color mailings revealed that we were paying only *.8c per sheet more than the average black-and-white run.*

Even the well-engineered sales management program tends to diminish in impact with constant repetition of familiar techniques. The same names appear month after month as winners in sales contests. The narrow circle of contest winners appears far beyond the average salesman.

At Home Decorators, we attempt to broaden the base of recognition for outstanding and above-average sales achievement. Only infrequently is the "blue-chip" incentive employed—such as the three Ford Thunderbirds awarded recently to national sales contest winners. The real incentive payoff is in extra prize bonuses that any of our 4,500 Counselors can earn through extra effort.

That color has increased the appeal of our incentive mailings, there can be no doubt. Consensus here is that the addition of color more than triples the impact of the mailing received by our sales organization. Why? We feel that color makes the true value of our bonus award merchandise apparent—helps the incentive premium *sell itself* on sight.

So convinced are we of the impact of color that we are currently running several jobs to be used as key illustrations in our sales presentation. These will be aimed at the ultimate customer. **The End**



"Years ago a secretary said my desk should have three boxes for mail—one marked 'Incoming,' one marked 'Outgoing,' and a Big Box marked 'Stagnating'."

Lionel Moses
Parade Publications, Inc.



A GOOD AD CAMPAIGN
DELIVERS **PLENTY** THAT MEETS THE EYE

. . . But good Merchandising at the Point-of-Sale puts money in the till. And there's where we really shine. For better than half a century, Chicago Show has helped advertisers attract customers with dynamic, compelling Merchandising Programs . . . created the desire to buy whatever service or merchandise they had to sell at the point-of-sale. Right now, we are ready to prove we can do the same for you.

If your present campaign is dribbling along, our nation-wide organization is staffed with experts who know how to make your sales spurt! Give us a call. We can come up with an ingenious idea for a single display . . . a seasonal promotion . . . a year-around program for better Merchandising at the Point-of-Sale.

Merchandising at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use
- Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants
- Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders
- Mystik® Self-Stik Labels
- Squee-zel®
- Econo Truck Signs
- Booklets and Folders
- Molded Plastic

CHICAGO SHOW
PRINTING COMPANY
CHICAGO • NEW YORK • DETROIT
KANSAS CITY • PHILADELPHIA
and other principal cities

CHICAGO SHOW PRINTING COMPANY, 2660 N. KILDARE, CHICAGO 39

Trademark Mystik Registered.

WORTH WRITING FOR...

Company Growth Planning

Reprint of an article prepared for Special Conference, American Management Association. It describes the concept of the "commercial development" approach to new-product planning and product diversification; discusses six criteria for determining the extent and the type of diversification or new products required, and illustrates with six successful companies three different forms of company development through product diversification. It describes four types of companies that are using commercial development activities successfully, and outlines three steps in undertaking a commercial development program. For your copy of "Commercial Development: Long-Range Planning for Company Growth and Diversification" write to Charles H. Granger, William E. Hill & Co., Inc., 640 Fifth Ave., New York 19, N. Y.

Bankers' Buying Plans

This survey of banking officials was conducted among 3,000 presidents of commercial and savings banks in cities and towns with a population of 15,000 and over from a list furnished by R. L. Polk & Co. It reports on their plans to purchase office equipment, building and modernizing materials, lighting, air conditioning and other business goods and services. Data include position and title of officials surveyed; number of employes in the banks; total of present deposits; building ownership or rental; purchases during 1956; number of automobiles owned or rented for business use; forms of insurance carried; interest in any other business; membership in service clubs; committees and civic boards served on during the past year; membership in business or civic organizations and athletic clubs; participation in the purchase of stocks and bonds for the banks; magazine reading. Copies of "A Survey of Buying Plans Conducted Among Banking Officials" are available from Herman C. Sturm, Director of Advertising, *Nation's Business*, 711 Third Ave., New York 17, N. Y.

Minnesota Homemakers

A new shortening gained a little better than 16% of the market within a year and a third-place preference among Minnesota homemakers, according to Survey No. 8, latest in a twice-yearly series conducted by the Continuing Survey of Minnesota Living. The study covers 26 food products with special questions about chain-store buying habits and food-wrapping purchases, 13 household soaps, cleaners and polishes, and 12 toiletry items. Data on brand standings, for the most part, date back to 1952, providing national advertisers with a good index to trends "of particular value in planning sales and advertising programs." Some of the findings: The percentage of Minnesota homemakers buying powdered milk has almost doubled over the previous year, with Carnation, in its second year in the market, retaining the lead with 42.2%. Sixteen food products showed an increase in percentage of buying; one product (frozen fish sticks) declined, while nine others showed little or no change. Lipstick, facial tissue, face cream, face powder, hand cream and lotion, facial makeup base, and headache remedies ranged from 45 to 108 brands mentioned. For a copy of "Minnesota Homemaker Survey No. 8," write to William A. Cordingley, National Advertising Manager, *Minneapolis Star* and *Tribune*, Minneapolis, Minn.

San Mateo County, Cal.

Retail sales are moving ahead in this $453,260,000 market, according to a new survey. They are now over 13% higher than a year ago. Population gained 9.7% during the same period. In per capita income it is the sixth richest county in the U.S.A., second richest county in California—$2,512. In family income, it is the fifteenth richest county in the U.S.A. and first in California—$7,902. To dramatize the growth of the county for retailers, the study includes a "wheel of fortune" with four openings in the wheel; type of business (for example, food), number of stores in this category, total retail sales in this category, and average retail sales per store. A copy of "To Spin Your Wheel of Fortune" may be obtained from Gerson Miller, Promotion Manager, *San Mateo Times*, 145 Second St., San Mateo, Cal.

Selling to the Plastics Market

Production hit a new peak in 1956 when total U. S. output jumped to an estimated 4 billion pounds. This is revealed in a new study of the characteristics, buying needs, sales of plastics materials and processing equipment, and growth of potentials of the plastics field. It explains what the plastics market is; how material production is divided and where it goes; what the plastics field buys and how to sell and advertise it. A copy of "The Plastics Field — What It Is, What It Buys, How to Sell It" is available from Philip Muller, Promotion Manager, *Modern Plastics*, 575 Madison Ave., New York 22, N. Y.



LOOK AHEAD TO 1958 and to the HOLLYWOOD BEACH HOTEL for your Summer Meetings

Dates are available from June 16th through Labor Day, 1958

GET THE FACTS, THEN DECIDE

Free Book will help you. Includes blue prints, full-color photographs of facilities, list of equipment.

WRITE FOR IT TODAY!

John W. Tyler • General Manager
John F. Menahan • Sales Manager
Fully Air Conditioned
HOLLYWOOD BEACH HOTEL/GOLF CLUB
Hollywood-By-The-Sea in Florida

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ALL GOOD SELLING IS SPECIALIZED . . . AND



*In case you haven't met these three media experts before: HI stands for high acceptance; Brod for broad market coverage and Lo for low cost. They all apply, of course, to the Post-Gazette. Why not put them to work for you!

How Soft is Loud?

There's no use crying over spilt sales. Make sales sing out clear, sweet and loud with advertising in America's 8th Market—Pittsburgh. That's where 3 million consumers spend $3¼ billion at retail annually. Hardest hitting medium in Pittsburgh is the Post-Gazette, with its high acceptance, broad coverage and low cost—a combo with a tuneful dollar potential that can be mighty important to you. Try the Post-Gazette, and learn why . . .

YES! Something HAS Happened in Pittsburgh!

Pittsburgh Post-Gazette

Fastest-Growing Newspaper in America's 8th Market

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

Now businessmen are investing $13,000,000 a year for 2,850,000 subscriptions to 160 specialized ABP member papers. As businesspaper readership continues to grow, so do sales opportunities for advertisers. For example,

Here's how 3 businesspapers . . . and





UNITED STATES STEEL uses businesspapers to forge a share of the heavy industrial market

OBJECTIVES: To establish — and maintain — U. S. Steel's reputation as a leading producer of high quality, heavy forgings . . . to obtain for U. S. Steel an increased share of the heavy forgings market.

SCHEDULE: Four-color bleed spreads in five business publications.

RESULTS: "U.S.S. Forging sales have increased steadily since this campaign was started. 1955 sales doubled those of 1954 and were 67% higher than in 1953. The campaign produced inquiries of a high order, many of which have resulted in confirmed sales—a considerable number of new customers have been added as a direct result of this advertising."

AGENCY: Batten, Barton, Durstine & Osborn, Inc., *Pittsburgh*

ALDON MILLS uses businesspapers to help dealers meet price-cutting competition

OBJECTIVES: To give dealers a tool to combat price-cutting and bring them sorely needed store traffic, Aldon decided to run a "$125,000 Sweepstakes" for consumers. Behind this was a complete promotion for retailers to tie in. A steady barrage of ads in the trade press carried the story to dealers.

SCHEDULE: Single pages and spreads in two merchandising publications.

RESULTS: "Out of 2,500 Aldon accounts, a full 1,900 tied in; 400 entered the window display contest. Over 200,000 customer entries were received, which meant over 200,000 Aldon customers went into stores to register. Sales for the period were up 26%."

AGENCY: Hicks & Greist, Inc.

NOTHING SPECIALIZES LIKE THE BUSINESS PRESS

more advertisers use what results they get



SCHIELD BANTAM CO.
uses businesspapers to stimulate distributor sales enthusiam

OBJECTIVES: 1. To meet increased competition and re-emphasize Bantam's leadership. 2. To sell a bigger line. 3. To play up the distributor more strongly than ever before to get a maximum share of his sales effort.

SCHEDULE: Two-color spreads in building and construction publications.

RESULTS: "Many favorable comments were received from distributors. Perhaps the most satisfying evidence of all is the fact that since starting the campaign of spreads, sales are up 33% over the same period of last year."

AGENCY: The Buchen Company

What makes businesspaper advertising click?

Two brand new booklets illustrate the award-winning campaigns in ABP's 1956 competitions for advertising in "merchandising" and "industrial" publications. They analyze campaign objectives, point up the factors that made the ads work, suggest scores of ideas to spark your copy thinking. *Write to* ABP *for ... Awards Booklets.*

Founded in 1906

THE ASSOCIATED BUSINESS PUBLICATIONS

LOOK FOR THESE SYMBOLS:

You will find them on all members of the Associated Business Publications . . . leading businesspapers, working together to give their readers—and their advertisers—more for their money.

205 E. 42ND ST., NEW YORK 17 • 201 N. WELLS ST., CHICAGO 6 • 925 15TH ST., NW, WASHINGTON 5, D. C.

23-Market Consumer Study

Registers Changes in Buying Habits

If your company manufactures an "old line" or traditional product, a recently released 23-market survey indicates you may have to change either your product or your thinking, or both, if you want to keep your head above the "changing waters" of today's buying habits.

As far as buying and usage go, the trend toward modern or convenience products—almost anything new or helpful — is spiraling higher and higher. And in today's jet-speed market, as little as two years can turn the tide for or against you.

This buying habit fluctuation is illustrated in the 1957 Consolidated Consumer Analysis sponsored by 23 newspapers representing markets coast-to-coast. In all, nearly 70,000 persons were questioned on their preferences and usage of some 125 products ranging from girdles to groceries. Analyzed, the findings show that:

● Although both men and women are still smoking the same amount of cigarets (roughly 53% in this survey), the change to filters is increasing significantly.



The 61.8% of men who smoke divide 37.7% for regulars and 24.1% for filters. Two years ago, only 10.7% of men smoked filter tips. Among women, filters are more popular than regulars—a reversal of the lineup two years ago. Now 23.8% of women smoke filters versus 20.8% for regulars. In 1955, consumption of regular cigarets among women led filters 29.1% to 12.4%.

Women like Viceroy and Winston (filter), and Pall Mall (regular). Men prefer Camels (regular) and Winston (filter).

● While practically everybody (nine out of ten) uses "regular" coffee, "instant" coffee is coming into use in more and more homes. In the 1955 survey, 45% of all families used "instant." Today, "instant" coffee is found on 52% of all family kitchen shelves.



Maxwell House "instant" leads in all markets surveyed, but the same brand in "regular" is outsold by Folger's in nine markets, by Hills Bros. in four, and by other brands in four more markets.

● Frozen food (or, as some housewives happily say, "frozen convenience") continues to gain in the grocery field, especially among the 31% of women who work. Examples: Beef pies are used by 25.6% of families now compared to 15.4% just two years ago. Chicken and turkey pies have increased in usage from 33.9% in 1955 to 42.1%. The big leader: Swanson.



● Convenient beauty. Women, basically, don't change. They still like to look pretty. But their methods *are* subject to change. If there's a short cut available, they'll take it. Use of hair spray in pressurized cans has more than doubled in the past two years, while home permanent usage has slipped from 51.1% to 47.4%. Revlon and Helene Curtis split these 23 markets for hair spray leadership, 13 and 10 respectively, while Toni heavily dominates the home permanent field.



● Cream shampoo, which enjoyed a usage spurt several years ago, has declined from 37.6% to 29.2% since 1955. Liquid shampoo, however, has increased its lead from 69.2% of the market to 77.3%. Liquid shampoo pacesetter is Breck in 13 markets. Lustre Cream Shampoo tops the cream shampoo list in 22 markets.

New Air-Van Service moves houseful of furniture coast to coast—overnight!



United Air Lines and North American Van Lines team up to provide a fast, new service for "executives on the move."

Executives transferred to key cities in the U. S. and overseas can be moved lock, stock and barrel without waiting, worry or the expenses of hotel living. New, unique Air-Van Service combines the finest features of North American Van Lines and United Air Lines Air Freight.

Expert handling. North American Van Lines personnel take over the complete job of packing. Every piece is individually prepared for shipment.

Special containers. New-type Air-Van units hold up to 1200 lbs. each, travel door to door as a sealed unit.

Newest cargo planes. Giant, 300-mph DC-6A Cargoliners operate on regular overnight schedules between 12 major terminals on United Air Lines' 14,000-mile route, serve the main international gateway cities on the East and West coasts.

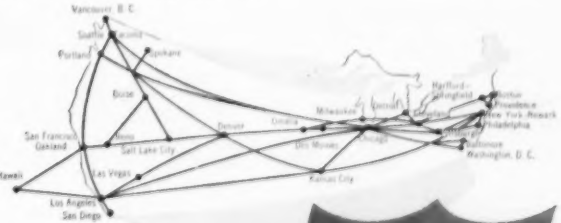
Reserved Air Freight guarantees that space will be available for an Air-Van shipment on a DC-6A Cargoliner leaving *that night*.

Next-day delivery in many areas of U. S. Air-Van Service usually means that furniture is delivered and unpacked by the time the family arrives.

Typical Air-Van Door-to-Door Rates for 4 Rooms

PHILADELPHIA to DETROIT	$628
BOSTON to CLEVELAND	$644
NEWARK to CHICAGO	$702
LOS ANGELES to CHICAGO	$1038
NEW YORK to SAN FRANCISCO	$1306

Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic Air Freight shipments.





Door-to-door service

SHIP FAST...SHIP SURE...SHIP EASY

UNITED AIR LINES

For service, information, or free Air-Van estimate, call the nearest North American Van Lines or United Air Lines representative, or write Cargo Sales Division, United Air Lines, Chicago 3, Ill.

3 Big Reasons make HOSPITALS 1st Choice in the $5 Million-a-Day Hospital Market



1. During the same period in 1956, HOSPITALS gain in average paid circulation was 3 times that of the No. 2 hospital field publication.

2. Your advertisement in HOSPITALS reaches 25% more subscribers in the United States, your primary market.

3. Since becoming the only twice-a-month publication serving the hospital field, 92 new advertisers have selected HOSPITALS to carry their sales message.

SEND FOR COMPARATIVE CIRCULATION REPORT

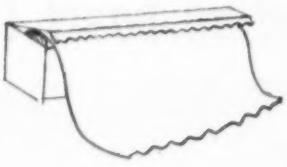
HOSPITALS
Journal of the American Hospital Association
Advertising Service Department
18 East Division Street
Chicago 10, Illinois

Please send Comparative Report on Hospital Publications

Name ..... Title .....
Company .....
Principal Product .....
Street .....
City ..... State .....

HOSPITALS
Journal of the American Hospital Association
18 East Division Street, Chicago 10, Illinois

● Aluminum foil, although not a "new" product is by no means "old



line." And with field leaders Reynolds, Kaiser and Alcoa encouraging new uses for the product, usage has increased from 70.1% in 1955 to 82.3%.

● While most of the above items are concerned with convenience for the housewife, the man of the house also appears to be doing his nuisance duties as easily as possible. Take shaving.

While 38.9% of men, in this survey, used electric shavers two years ago, that percentage has now grown



to 45.7%. Even when he takes a razor to his face, man is still looking for convenience. Shaving cream in pressurized cans is reported used by 23.1% in place of 15.5% two years ago. Brushless shaving cream has fallen from 22.7% usage to 19.6%.

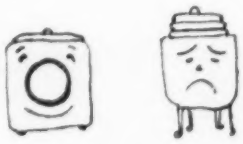
● Men are also discovering "the easy way out" when it comes to



working in the yard. Power lawn mower usage shot from 14.5% in 1955 to its current 26.0%.

● Next to the auto industry, appliance manufacturers seem to be doing the best job of creating overall physical obsolescence for previously bought products. Automatic washing machine usage has jumped from 36.7% two years ago to 50.3%. On the other hand, wringer type machines have suffered a drop from 43.7% to 37.2%.

The use of clothes dryers has been boosted from 8.4% to 19.3%. Home food freezer usage now stands at 17.8% compared to 13.2% in 1955.



Decreased sales notwithstanding, television ownership has also increased in these 23 markets. Two years ago, 81.6% of families interviewed had TV sets. Today the percentage is 92.5%. RCA Victor leads the field in 20 areas.

● While people buy and use industry's convenient aids to living, it could be that they are having trouble acclimating themselves to this "Brave New World." This analysis shows a "healthy" gain in headache remedy usage during the past two years, from 85.2% to 90.4%.



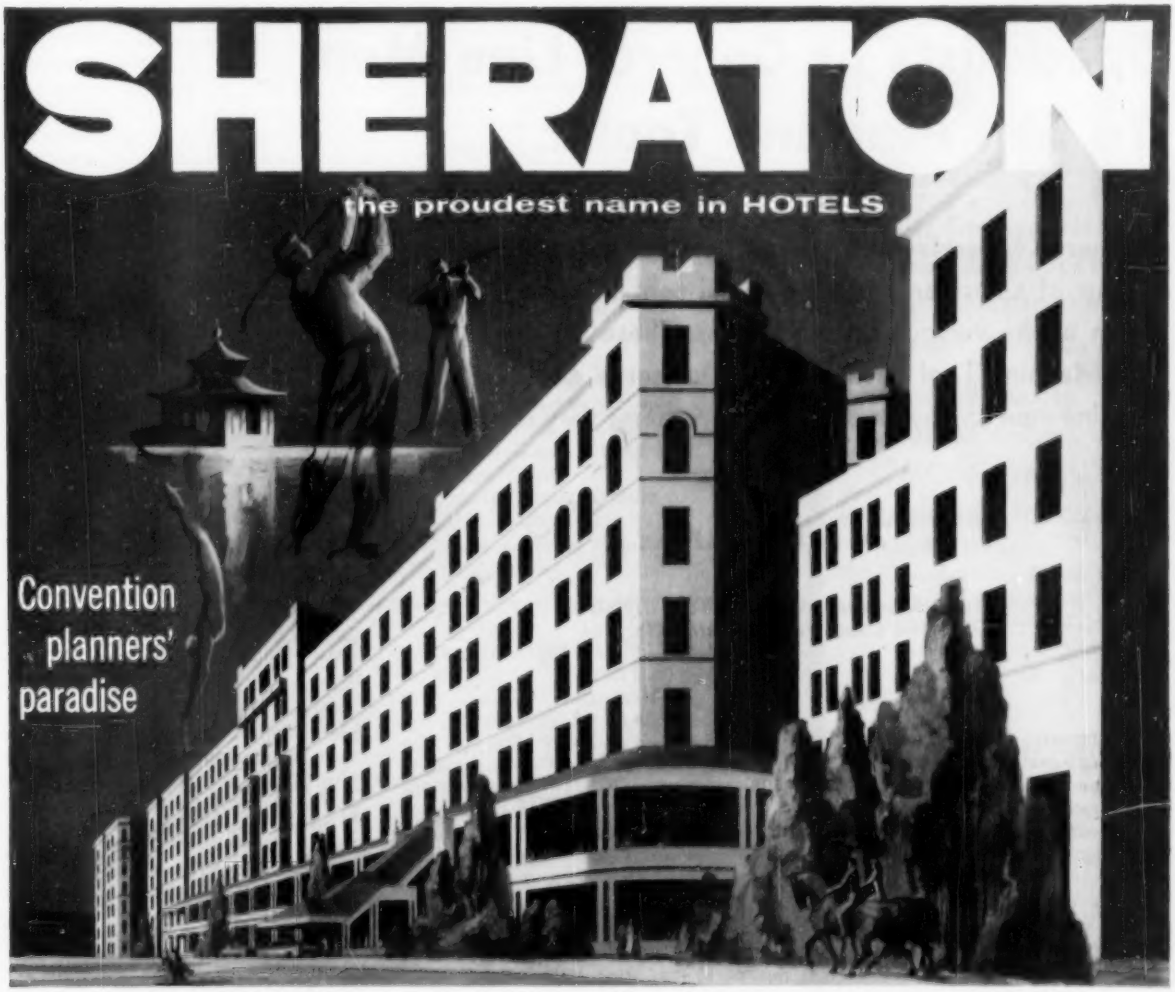
The 23 separate market surveys compiled in this Consolidated Consumer Analysis were sponsored by the following newspapers: Chicago Daily News, Cincinnati Times-Star, The Columbus Dispatch-Ohio State Journal, Denver Post, Duluth Herald and News-Tribune, The Fresno Bee, Honolulu Star-Bulletin, The Indianapolis Star and News, Long Beach Independent and Press Telegram, The Milwaukee Journal, The Modesto Bee.

Newark News, The Omaha World-Herald, Oregon Journal (Portland), Phoenix Republic and Gazette, Portland (Me.) Press Herald-Evening Express, The Sacramento Bee, The Salt Lake Tribune and Deseret News, The San Jose Mercury and News, The Seattle Times, St. Paul Dispatch and Pioneer Press, The Washington Star and Wichita Eagle.

Each of these newspapers has published a detailed analysis of its own particular market. And the one recurring theme in each report is "change": a change to convenience on the part of the buyer. **The End**

SHERATON

the proudest name in HOTELS



NOW OPEN ALL YEAR 'ROUND — Indiana's fabulous FRENCH LICK-SHERATON HOTEL

Here are a few of the unique features you will find at the French Lick-Sheraton Hotel.

- Set in 1,772 acres of rolling hills
- Two championship golf courses
- New swimming pool
- Modernized, air-conditioned convention hall for 1,000 people
- Flowing mineral springs and bath
- Riding stables
- Tennis courts
- Skeet shooting range
- Private air-strip and railroad siding
- Easy to reach
- Air-conditioning

Now you can plan your conventions *any* time of year at the famed French Lick-Sheraton Hotel — a completely rebuilt, redesigned, redecorated, air-conditioned resort-convention center.

The French Lick-Sheraton was *built* for conventions. A staff of professionals will handle your arrangements.

Make your bookings *early*. For information, write Arthur J. Newman, General Manager, French Lick-Sheraton Hotel, French Lick, Indiana.

SHERATON

THE PROUDEST NAME IN **HOTELS**

COAST TO COAST IN THE U. S. A. AND IN CANADA

EASTERN DIV.
NEW YORK
Park-Sheraton
Sheraton-Astor
Sheraton-McAlpin
Sheraton-Russell
BOSTON
Sheraton-Plaza
WASHINGTON
Sheraton-Carlton
Sheraton-Park
PITTSBURGH
Penn-Sheraton
BALTIMORE
Sheraton-Belvedere
PHILADELPHIA
Sheraton Hotel
PROVIDENCE
Sheraton-Biltmore
SPRINGFIELD, Mass.
Sheraton-Kimball
ALBANY
Sheraton-Ten Eyck
ROCHESTER
Sheraton Hotel
BUFFALO
Sheraton Hotel
SYRACUSE
Sheraton-Syracuse Inn
Sheraton-DeWitt Motel
MIDWESTERN DIV.
CHICAGO
Sheraton-Blackstone
Sheraton Hotel
DETROIT
Sheraton-Cadillac
CINCINNATI
Sheraton-Gibson
ST. LOUIS
Sheraton-Jefferson
OMAHA
Sheraton-Fontenelle
LOUISVILLE
Sheraton-Seelbach
The Watterson
DALLAS
Sheraton Hote
Opens 1959
AKRON
Sheraton Hotel
INDIANAPOLIS
Sheraton-Lincoln
FRENCH LICK, Ind.
French Lick-Sheraton
RAPID CITY, S. D.
Sheraton-Johnson
SIOUX CITY, Iowa
Sheraton-Martin
Sheraton-Warrior
SIOUX FALLS, S. D.
Sheraton-Carpenter
Sheraton-Cataract
CEDAR RAPIDS, Iowa
Sheraton-Montrose
PACIFIC DIV.
SAN FRANCISCO
Sheraton-Palace
LOS ANGELES
Sheraton-Town House
PASADENA
Huntington-Sheraton
CANADIAN DIV.
MONTREAL
Sheraton-Mt. Royal
The Laurentien
TORONTO
King Edward Sheraton
NIAGARA FALLS, Ont.
Sheraton-Brock
HAMILTON, Ont.
Royal Connaught

Specialists or General Line Men To Sell Machine Tools?

Cameron & Barkley had to compromise. They picked a key group of salesmen for specialized tool training, spotted them in the various branch offices. These men report to the Machine Tool Division, but also serve as advisers to the line men on any machine tool problems they encounter.

By R. L. WOLFE

Sales Manager, Machine Tool Division
The Cameron & Barkley Co.

Controversy as to what kind of sales organization is best for the machine tool manufacturer crops up at every meeting of machine tool salesmen, manufacturers or distributors.

The reason is that there is no answer to satisfy everybody. It's a sort of "which comes first, chicken or egg" affair. For every success story we can point to with one method, someone else can tell of a successful operation through another.

It is my belief that there is no best way . . . that to a great extent the sincerity and drive of the company doing the selling, coupled with its ability to adjust to new conditions in midstream, are the determining factors.

Regardless of what selling method is adopted, there are three basics to bear in mind—so we have found:

1. Contact—in person and through advertising.

2. Communication—in person and through the written word.

3. Service—follow-through after sale is made.

The contact-in-person problem: Its intensity varies with each area served. For example, Cameron & Barkley operates warehouses in Charleston, S. C.; Savannah, Ga; Jacksonville, Tampa, Orlando and Miami, Fla. This means concentrated coverage along the coast of Georgia and South Carolina and the entire State of Florida. Area-wise, this is a large territory, but when it comes to metal-working operations—where the big market for machine tools is—a few square miles around New York, Chicago or Detroit makes us look like a dot on the map.

Whereas one man in the city area could easily cover the total number of firms represented, an attempt to do this in our area would mean more time spent traveling than selling. This helps neither the buyer nor the seller. Obviously then, our approach has to take these wide open spaces into consideration. We had to look for a way to achieve intimate and regular contact. We tried putting on specialists in each branch but soon found this an unprofitable approach. Even with the rapid growth picture, the individual branches serve too local an area to support their own high-price specialists.

We believe the answer lies in a compromise . . . in a Machine Tool Division made up of key men, located at the various branches, who are given special training in the selling of machine tools. These men should work under the direction of branch managers when selling the general line, but take their direction from the Machine Tool Division on machine tool selling. They should serve as advisors to the line salesmen on machine tool problems they encounter.

Although the opinion has often been expressed that industrial supply salesmen make poor machine tool salesmen, we have not found it so. And we do not subscribe to the philosophy followed by many supply houses who completely cut the line salesmen out of the machine tool picture. This may be all right where industry is concentrated, but in our area we believe it to be unwise. Our approach is again a comprise, a modification which makes maximum use of the general line salesmen as "finders" and "contact men." We offer full credit on all tools sold in the salesmen's territories.

Compensation is one of the means used to assure more contact, better communication and service. All salesmen are given the same full credit for the sale of machine tools as they receive for other items which they sell. This means that the total profit on any sale is credited to their sales accounts. Compensation for Cambar salesmen has recently been changed from commission to straight salary plus bonus, but records are kept on profits through their individual sales in order to arrive at the bonus position. To avoid misunderstanding and to forestall the possible hard selling of the wrong major equipment or even the right equipment with the wrong attachments, our Machine Tool Division insists on being notified of all major machine tool quotations.

More Knowledge—More Sales

Although we are convinced that we are not going to make master machine tool salesmen out of general-line salesmen, we still operate on the theory that the more a salesmen knows, the more he sells. We want our general line men to know enough about machine tools to be able to recognize the need for one when they meet it, to talk intelligently about the various lines we sell and to gather the facts needed so that accurate quotations can be rendered. To this end we have arranged with our local branch managers to hold machine tool sales meetings and to work with the general line salesmen right in the field.

The contact-through-advertising problem: Salesmen are busy and the men they call on are busy. Sometimes they just cannot get together, or when they do the pressure of current business may make it impossible for the salesman thoroughly to develop his story about a particular machine or

Are Your Figures All Messed Up

accessory. Therefore the job of presenting the complete story to the prospect and continually reminding him of our company and the lines it sponsors is done much more economically through advertising. We use three approaches:

1. Machine tools are tied in with all Cambar advertising by making them part of the company's standard logotype. This appears in all space advertising and direct mail.

2. Regular feature space is scheduled in the Cameron & Barkley external house publication, *Cambar Briefs*, which is mailed to 6,000 contacts in the area the company serves. One complete issue recently was given over to a broadside presentation of machine tools. It was overprinted and serves as a condensed catalog.

3. A carefully combed machine tool mailing list has been built up. It is used for regular mailings of imprinted manufacturers' literature. This makes it possible to tell the story about specific equipment much more completely than it could be told in limited space in *Cambar Briefs*.

Service after the sale is made: Making the sale is not enough. Machine tools, unlike general mill supply items, cannot be sold and then forgotten. Here again the general-line salesman comes into the picture profitably. Every time a machine tool is sold a specially designed Machine Tool Division follow-up card is filled out. It records who bought the machine, where the plant is located, the salesman involved in the closing of the sale, various order numbers, type of machine and operation it is to be used for. In addition, it records the manufacturer's name and the promised shipping date.

When the machine is delivered we make it a rule to have a Cambar man present to check the installation to make sure it is operating to the customer's satisfaction. The Cambar man making the first inspection must sign the card and date it. After the machine is installed the follow-up card is placed in my file and final inspection is made by me personally after the customer has had a chance to use the machine in production. On the back of the card we record complete engineering and tooling data covering the machine so that at any future date there will be no doubt about what we installed.

Summing up, then, we find this modified specialist-general-line approach to be ideal for our multi-branch setup:

- Contact through general-line salesmen.
- Contact and support through specialists.
- Compensation of salesmen for finding-and following-through activities.
- Education of salesmen through meetings and field work.
- Tie-in advertising with general-line promotion.
- Specialty advertising to hand-picked mailing list.
- Personalized specialist follow-up after installation.

The End

A Sampling of the Firms Cambar Represents

American Tool Works
Babcock & Wilcox Co.
Behr-Manning Corp.
Blaw-Knox Co.
Browne & Sharpe Mfg. Co.
Chicago Pneumatic Tool Co.
Cleveland Twist Drill Co.
Cooper Alloy Corp.
Grinnell Co., Inc.
Imperial Brass Mfg. Co.
Link-Belt Co.
Lunkenheimer Co.
Raybestos-Manhattan, Inc.
John A. Roebling's Sons
Simonds Saw & Steel Co.
Tube Turns
United States Gypsum Co.
U. S. Steel Corp.
Yale & Towne Mfg. Co.

COMING

Tetra Pak Is Here to Challenge Paper Milk Containers

The once unchallenged glass bottle container which has been fighting to combat the challenge of the waxed fibre container has still another opponent: Tetra Pak, a four-sided container with no closure. The story of this Swedish package's introduction and campaign for leadership in this country is coming up in

SALES MANAGEMENT

It's 2 to 1..

in fast-service eating places, twice-the-turnover per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountains
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE ONE THING IN COMMON—

FAST SERVICE

To effectively reach this specialized market specify FAST FOOD *for an advertising schedule*

FAST FOOD

the magazine serving counter and fountain restaurants

386 FOURTH AVE.
NEW YORK 16, N. Y.

Are Your Figures All Messed Up When You Shift Territories?

Schering Corp. got fed up with it. So they invented a new "Sales Control Unit" which enables them to change territories at will and simply to reassemble the market facts by running a group of cards through an IBM machine. The major tool: Sales Management's "Survey of Buying Power."

By ROBERT C. BENNETT
Market Analyst, Management Research Department
Schering Corp.

Prior to 1954, Schering management had recognized the need for a new approach in the creation of sales territories. As Schering pharmaceutical sales increased and the field force expanded, the method used to form new sales territories presented certain problems. A new territory was usually created from parts of adjacent territories. There was no preconceived plan; as sales in an area warranted, new territories were added. It was generally agreed that this procedure had the following disadvantages:

1. There was no formal plan for field staff expansion.

2. Since statistical data were compiled on a territorial basis, each new territory resulted in a loss of comparative records for all areas affected by the change.

3. It was difficult to set sales quotas due to the shifting of areas from one territory to another.

4. Each new territory required considerable administrative and clerical time. All records and tabulations had to be adjusted to conform with these territorial changes.

In June 1954, Schering's Management Research Department began to survey the situation. After extensive research, it was agreed that the country should be divided into geographical areas of equal sales potential. Each area, known as a Sales Control Unit, would contain adequate sales potential to support a representative.

Under this plan, a sales territory would currently be composed of one or more Sales Control Units, with statistical and sales data recorded for each unit rather than by territory. As men were added to the sales force, territories would be split along the lines of their component Sales Control Units until eventually each Sales Control Unit became a separate territory, covered by a detailman. In this manner, the number of territories could be increased without losing prior sales data.

Management planning indicated that some 280-300 Sales Control Units would be needed to provide for future growth. In order to establish these units, an accurate measure of potential was needed. Various factors were examined before selecting those finally used in the construction of an index of sales potential.

County Breakdowns

SALES MANAGEMENT'S *Survey of Buying Power* provided a county breakdown of population, effective buying income, and retail drug store sales. The number of doctors and drug stores in each county was obtained from mailing houses. These five factors, expressed as a percent of the total United States, were combined to form a by-county index of sales potential. Using these indexes and detailed trading area maps, counties were grouped together to form logical marketing units. Each field division and regional manager's experience and knowledge of his own particular area were incorporated into the final establishment of boundary lines. The country was divided into 290 Sales Control Units, relatively equal in potential, and on January 1, 1955, company operations began under the new system.

In 1955, with the introduction of new drugs such as the Meti-steroids, Meticorten and Meticortelone, plus increasing sales of established products, there was a rapid expansion of the sales force. The Sales Control Unit system enabled sales management to meet this situation. At the beginning of 1955, the field force totaled approximately 180 men. By year end, this had grown to some 270 representatives, an increase of 50%. During the year, total net sales for the company were $45,960,000, a dramatic rise from 1954's total of $19,426,000.

In 1956, continuation of field expansion and the favorable future sales outlook required the establishment of additional Sales Control Units. During June this work began, with recent Government Census data also utilized in the computation of the index of sales potential. By January 1, 1957, this project was completed and operations started under a new setup of approximately 500 Sales Control Units.

At present, correlation studies are under way to further measure the relationship between sales performance and the various factors used in the index. Each unit's index will continue to be calculated yearly to determine trends, to spot growth areas, and to aid in setting up sales quotas.

The SALES MANAGEMENT *Survey of Buying Power* is also valuable in these areas:

- Establishing and determining results of test markets.
- Determining the location of new branch offices and warehouses.
- Evaluating advertising campaigns.

Other uses and techniques are now being explored to make maximum use of this marketing tool.

A joint project by the Pharmaceutical Market Research Group and

How you can "route" your advertising the way industrial salesmen route their calls

Any salesman worth his salt finds out which plants in his territory are worth his time. He also finds out through repeated personal calls *who* in these plants can say "Yes" or "No" to a sales pitch. He can tell you whose names belong on your mailing list. This is sales promotional routine.

But how can you be sure your advertising is following this same successful route? Simple—make sure it appears in a publication that builds its circulation the way you build your mailing list—through industrial *salesmen.*

MILL & FACTORY's circulation is built by 1,724 industrial salesmen, making over 2,000,000 plant calls a year, who are in the ideal position to identify the real specifying and buying power—regardless of title, because this is the buying power they sell.

These industrial salesmen are employed by 146 of this country's leading industrial distributor organizations—selected with extreme care because they are franchise distributors for MILL & FACTORY. These distributors pay for the subscriptions for the men their salesmen identify as important buying influences—the same important men that you must sell, whether you sell direct or through distributors.

MILL & FACTORY is the only industrial publication specifically designed to do the first and most important job for your industrial advertising—back up your salesmen by reaching the same men industrial salesmen must see to sell. MILL & FACTORY is the only magazine in its field whose readers are personally identified by industrial salesmen as chief buying influences.

Mill & Factory reaches the men, regardless of title, industrial salesmen must see to sell



Mill & Factory

A Conover-Mast Publication NBP BPA

205 East 42nd Street, New York 17, New York

REACH More Families
with more time to read
YOUR message!

If you want SATURATION in the great 8-county, Western New York Market, the *Sunday* Courier-Express is your newspaper. It's the state's largest outside of Manhattan—your most potent sales force in blanketing the territory's 491,300 families. And it reaches them on Sunday when they have more time—more opportunities to read and react to your advertising.

Or if ECONOMY is your dish—if you want greater spender impact and more advertising for your dollar concentrated on those with more dollars to spend, use the *Morning* Courier-Express. It reaches the best 45% of the families in ABC Buffalo—nearly 1/3 of all families in the 8 Western New York Counties.

ROP COLOR available daily and Sunday

Member: Metro Sunday Comics and Sunday Magazine Networks

BUFFALO COURIER-EXPRESS

Representatives: SCOLARO, MEEKER & SCOTT
Pacific Coast: DOYLE & HAWLEY

A CASE FOR GOOD SALESMANSHIP

a size... a model... a shape

to fit every sales need, and budget

Tufide SALES CASES

No matter what you sell, there's a TUFIDE case made to order for your needs. Choose from 150 sales-engineered shapes, styles and sizes . . . or we will custom design cases for your specific needs. At luggage, office supply or department stores.

LOOKS Like Leather... FEELS Like Leather... OUTWEARS Leather 5 to 1...

Unconditionally Guaranteed 5 Years!

Leading TUFIDE *Users*

General Electric Co.
•
Old Fitzgerald
•
Aluminum Corporation of America
•
Coca-Cola Company
•
Studebaker-Packard
•
Wayne Pump Company
•
Robert Palmer Corp.
•
Air Conditioning Training Corp.

FREE New booklet on Selling tips.

Stebco Dept. A-41
1401 Jackson Blvd., Chicago 7, Ill.
Please send more facts on TUFIDE, and a FREE "Sales Tips" booklet.
Name_____
Company_____
Address_____
City & Zone_____ State_____

SALES MANAGEMENT is now under way. Dr. Jay Gould, research director, SALES MANAGEMENT, is projecting recent Government Census data to provide members of this group with the following information:

- Total number of prescriptions per county—1954.
- Total number of prescriptions per county—estimate for 1956.
- Total number of prescriptions per county—estimate for 1958.
- Number of prescriptions per county—estimate for 1958—as a percent of the United States total.

SALES MANAGEMENT is providing this information on IBM cards or as a printed transcription, whichever is desired. Approximately 22 companies have expressed their interest in this study.

Sales Potential Index

The Management Research Department at Schering plans to incorporate these data in its index of sales potential. In addition to the information on the number of prescriptions filled, SALES MANAGEMENT will provide Schering with county data on population, effective buying income, and retail drug store sales. Since this will be coded on IBM cards, Schering's IBM installation can quickly provide up-to-date indexes for each Sales Control Unit, together with various cross tabulations and correlations. For example, each representative's sales can be measured against the sales potential within his area.

In summary, Schering management feels that the Sales Control Unit system offers these advantages:

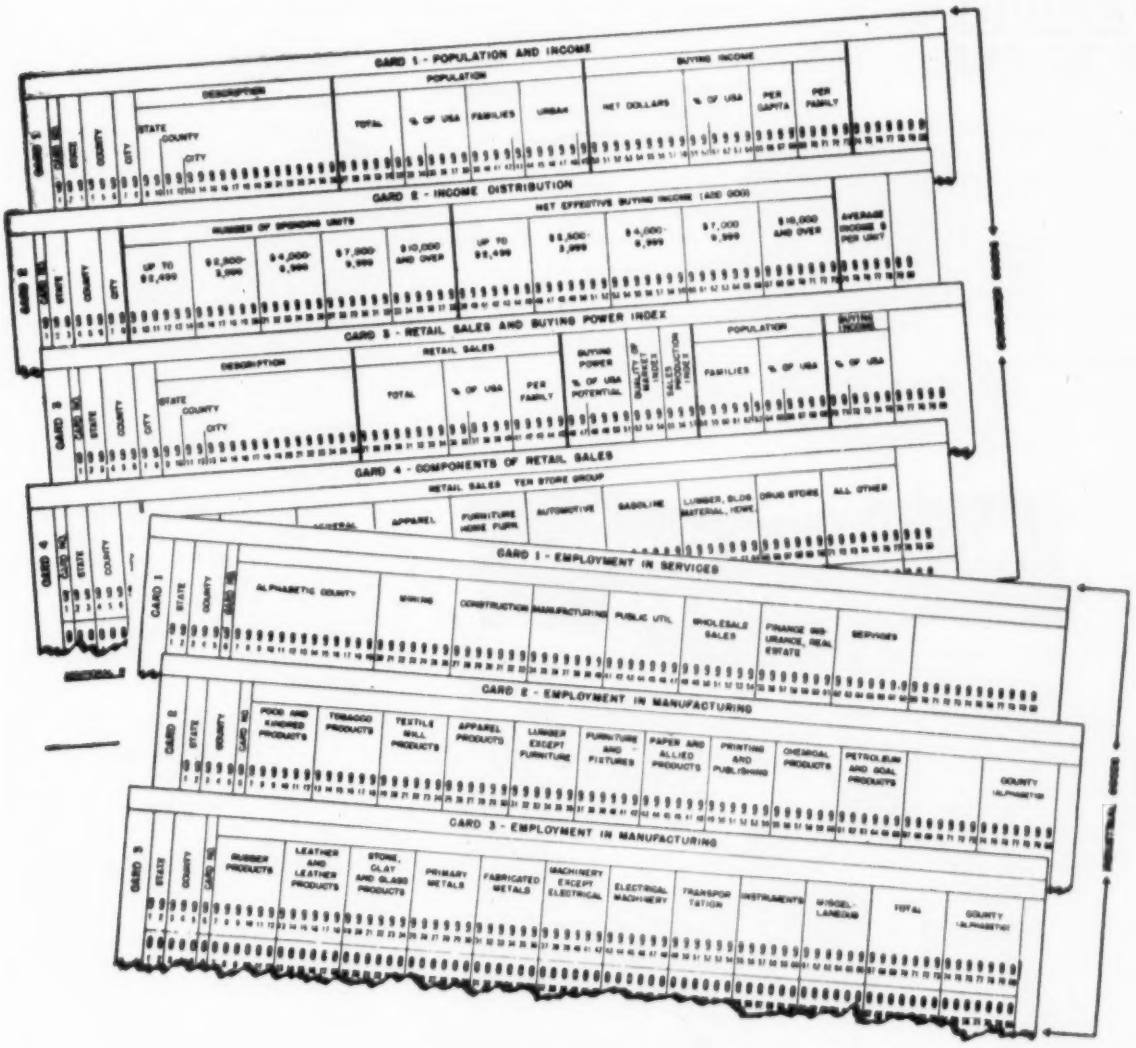
1. Provision has been made for systematic growth of the sales force in areas that offer the greatest potential.

2. Past sales data are available for each unit, making it possible to measure results over a period of time.

3. There is considerable saving in the administrative and clerical expense usually required during the addition of new men.

4. Changes can be made more rapidly to meet existing conditions.

5. The index of potential results in a more realistic establishment of sales quotas. **The End**



Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the new May 10, 1957 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards: Index of Urban Demand (for styled merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) TV homes as of January 1, 1957, plus all major Census marketing benchmarks (age, distributions, etc.)

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE

432 Fourth Avenue, New York 16, N.Y.—MU 4-3559

EXECUTIVE SHIFTS IN THE SALES WORLD

Bendix Aviation Corp. . . .
Charles D. Manhart appointed to new position of staff director, military and government sales.

Burroughs Corp. . . .
James A. McCullough named manager of electronic business machine sales, International Div.

Continental Can Co. . . .
Dean P. Stout becomes general manager of sales for Gair Containerboard and Kraft Paper Div.

Crucible Steel Co. of America . . .
George W. Stamm, general manager of sales, elected v-p.

Eastman Kodak Co. . .
Alvin W. Streitmatter moves to general manager of Professional Goods Sales Div.

Firestone Tire & Rubber Co. . . .
E. B. Hathaway, formerly sales manager, elected v-p in charge of sales.

Gardner-Denver Co. . . .
George W. Gutekunst, general sales manager, becomes a v-p.

Grace, W. R. & Co. . . .
David H. Taylor steps up into newly created director of marketing position, Cryovac Co. Division.

Hamm (Theo.) Brewing Co. . . .
Henry Turnbull appointed director of marketing.

Heyden Newport Chemical Corp. . . .
Christopher L. Kiernan announced as sales promotion manager of Nuodex Products Co. Div.

Hyster Co. . . .
Philip S. Hill named executive v-p.

International Swimming Pool Corp.
Arthur I. Kilpatrick promoted to v-p in charge of sales; Richard J. Wall to sales promotion manager.

Mine Safety Appliances Co. . . .
E. M. White becomes sales manager of Mining Div.

National Cash Register Co. . . .
T. E. McCarthy appointed manager, Cash Register Sales; J. R. Herron, manager, Used Product Sales.

Olin Mathieson Chemical Corp. . . .
R. Carter Dye named general sales manager, Olin Aluminum; W. E. Zimmerman steps into newly-created post of director of sales and marketing for Ecusta Paper Div.; R. Scott Healy announced as new advertising, sales promotion manager, Winchester-Western Div.

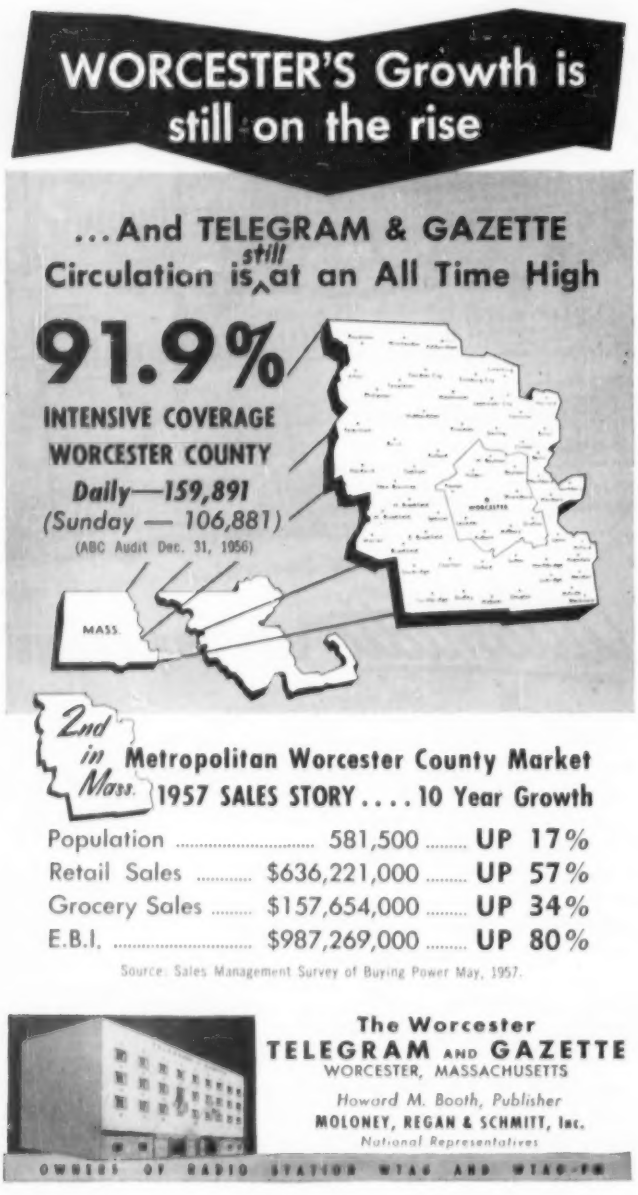
Schaefer (F. & M.) Brewing Co. . . .
Walter Lee appointed retail sales manager.

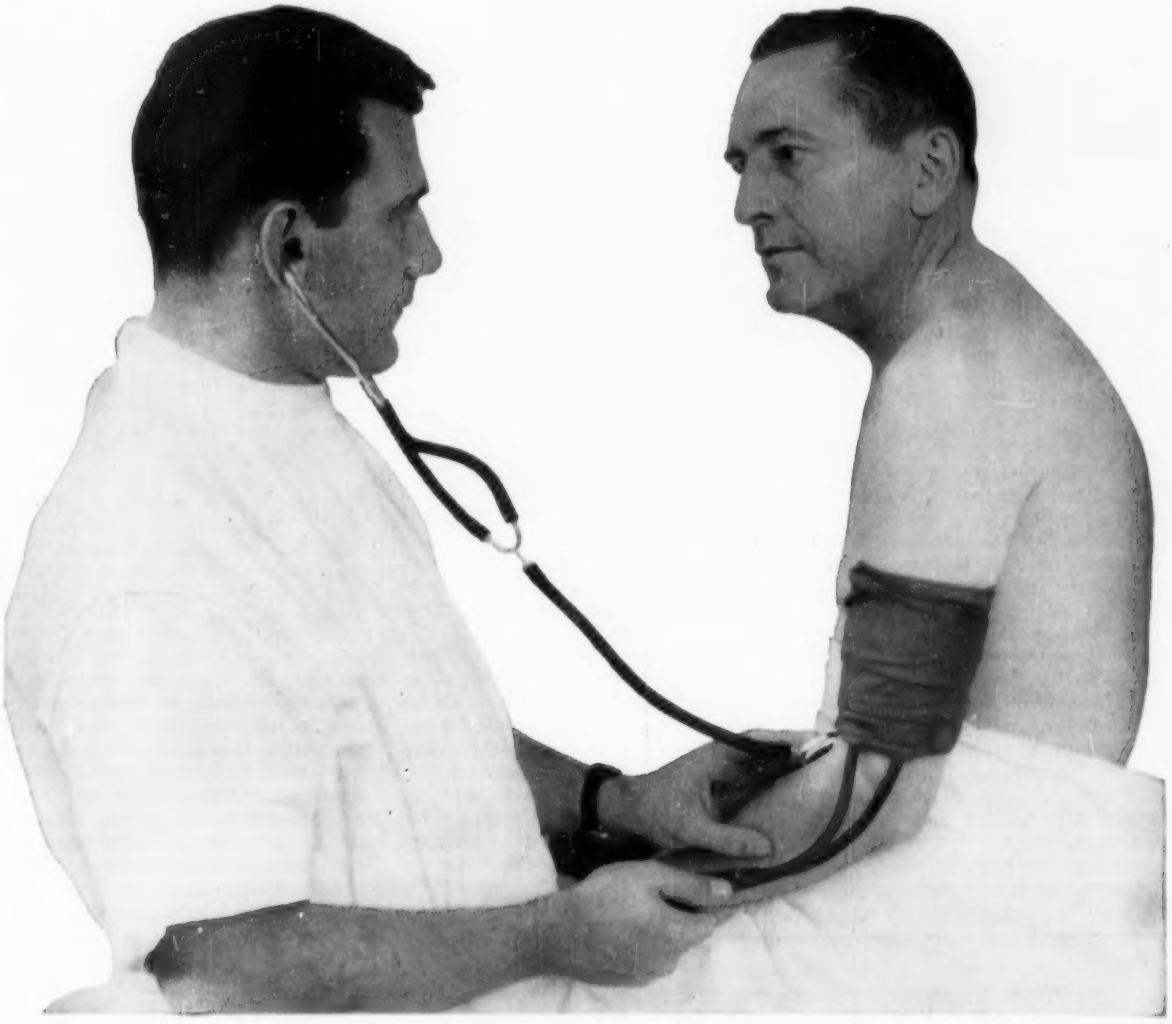
Selas Corporation of America . . .
John F. Black appointed sales manager, Steel Mill Division.

Tennessee Fabricating Co. . . .
Frank V. Lockefer, director of sales, becomes v-p in charge of sales and member of board of directors.
Lewis Curtis becomes director of sales.

United States Rubber Co. . . .
John J. Dacey Jr. joins company in newly created post of sales promotion manager, Textile Div.

Youngstown Kitchens . . .
C. D. Alderman named president, Michael L. Ondo, v-p, sales of this American-Standard Division.





PICTURE OF A MAN INSURING HIS LIFE

Yes, this man... like hundreds of thousands of Americans ...is taking out a different kind of life insurance. He has an intelligent concern about cancer and knows that early detection may mean the difference between life and death.

That's why, once every year, he goes to his doctor for a thorough medical checkup. This way, cancer... the "silent enemy"... can be detected in its earliest stages, when chances for cure are most favorable.

Last year, 245,000 people lost their lives to cancer... many of them needlessly, because they went to their doctors too late.

That's why we urge all men to make an annual checkup, including a chest x-ray, a habit for life... your life.

AMERICAN CANCER SOCIETY



Can a Planned *Personal* PR Program Help You To Win Promotion?

(continued from page 31)

ting potential jobs that were not being handled, they asked for and got them. And with the new jobs came opportunities for recognition they exploited profitably. Here are two typical cases. (Names, like all others used, are fictitious, but characters and events are real.):

About a year after Al Dykes joined a manufacturing company, he found that no one in particular was responsible for publicity. Al had done quite a little of this kind of work in high school and college. He volunteered to take on the task as an extra-curricular chore, "just for the fun of it." His chief beamed. "Go to it," he said. "I've been hoping someone would speak up for the job!"

In good time, the "chore" became a full-fledged public relations department, with Al as manager.

Frank Allen, an obscure engineer with a large lighting equipment manufacturer, learned that several large expositions were in the offing. Creating some ingenious designs, he showed them to his chief. The organization wheels turned rapidly.

Frank's services were lent to the lighting engineers of those expositions. In ensuing months, he won industry-wide recognition, plus a substantial salary increase. His company, naturally, was awarded several lucrative equipment contracts. Ultimately, Frank was placed in charge of a new section on special application design.

Such cases are fairly common. In most instances, the men involved prove more than equal to the "break." Others crumble when put to the test, because they lack the prerequisite moral character.

George Appleton was one of these. A glorified clerk in the statistical department, George was lent by his company to the committee in charge of a broad, limited-time industry campaign, as executive secretary.

George, although likable, was not self-disciplined. His new status, which brought him in close contact with the industry big-wigs, quickly went to his head.

At industry parties around the country, he fairly blossomed under the stimulus of a few drinks. He called industry heads by first names, slapped their backs, told them risque stories, and made himself rather obnoxious at times. In his office, he became a loud-talking, table-thumping big shot. Reports of his conduct trickled back to headquarters.

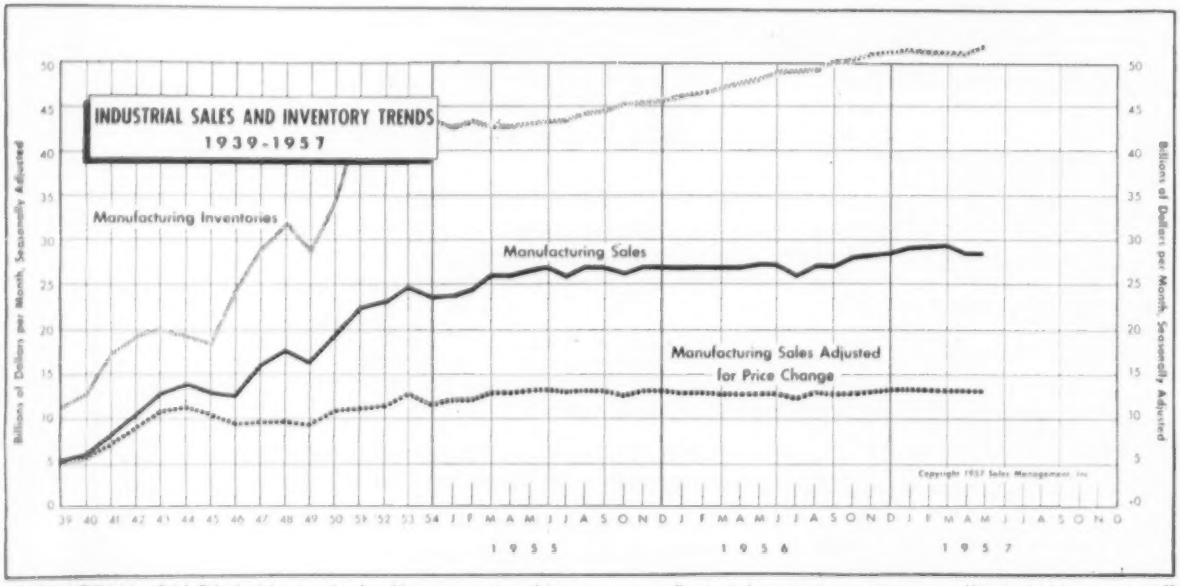
Upon returning to his former post, he couldn't readjust himself. It seemed so unworthy of his newly acquired managerial talents. He demanded a bigger job at higher pay. What job? He didn't know or care. That was up to the front office. He had shown what he could do!

Yes, he certainly had! He had messed up the only chance he would ever have to go places in that organization. The campaign had been a success, but no thanks to George. Others had taken up the slack throughout the entire activity.

The injustice of being tossed back into his old niche gnawed at George's soul. He simply couldn't take it. After some months, he resigned, tried and failed at several other positions, and finally broke off contact with his former associates.

The climbing junior executive is wise to integrate his personal public relations program with that of his company. His philosophy may well be that as he furthers the company's progress, he forwards his own.

Part and parcel of the functions of a company's public relations department is the placement with business and professional publications of



INDUSTRIAL SALES held steady in May as auto shipments had a moderate seasonal upsurge. Industrial activity as reflected by steel operations will probably taper off in June and July to be followed by a fall upturn.

tailored articles written by company men and carrying their by-line. Such share-the-knowledge stories represent good publicity for the company as well as for the authors. Many a man has moved up in his organization by writing these stories for the PR department. It is not uncommon for company heads to learn of the existence of certain employes through such means.

The experience of Joe Sands is an example. Encouraged by his chief, Joe wrote an article on inventory control which was so well done that the company president sent for him, verbally patted him on the back, then congratulated Joe's chief on having such a capable man in his department. More good stories on other subjects followed. Rewards were not too long in coming. The company expanded. Joe was named assistant comptroller.

Jim Allston used another approved method to bring himself to the notice of company officials. With "front office" approval, Jim, a fine speaker, volunteered for service in a civic drum-beating campaign sponsored by the Chamber of Commerce. A number of talks in the local community as well as adjacent towns produced considerable publicity. Jim handed the newspaper clippings to his chief, who forwarded them to the company president. That official, at a board meeting, commented on the fine publicity the company was getting as a result of its employe's efforts.

When Jim appeared on a local radio station one evening late in the campaign, the announcer introduced him as "Director of Education" for his company. He thought this was the announcer's idea, and next morning assured his chief that he'd had no part in the use of the high-falutin' title.

"I know you didn't," said his superior. "I telephoned and asked him to use it. That's your new job, as of yesterday afternoon!"

Bob Anderson profited handsomely by having his company's officials learn of his outside activities. A New York district office salesman for a Midwestern company, and a natural diplomat, he became active in politics in his suburban community, and wound up by being elected mayor, a non-salaried, part-time post. His business connection was often mentioned in newspaper publicity. The company house organ "played him up." Several years later, his sales manager appointed him representative to several large buying syndicates, with the title of vice-president.

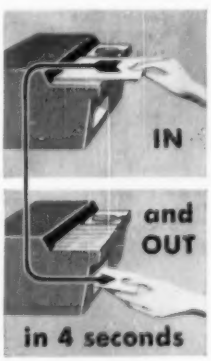
Frequently, company representation at industry conferences provides alert

Now! 4-second copying speed at a new low cost!



Copies business facts and figures as fast as you say, "No chemicals or negatives."

All-new and All-Electric! This modern, newly styled THERMO-FAX "Secretary" Copying Machine gives you copies of letters, statements, orders, invoices and other business data right when you need them. You make copies in 4 quick seconds for as little as 5¢ each. All-Electric machine eliminates chemicals, negatives and special installations. And now you get all these exclusive advantages of the only dry process copy maker for just $299.00*. Send coupon below for details.



Thermo-Fax® COPYING PRODUCTS

*Suggested retail price.

PRODUCT OF 3M COMPANY RESEARCH

The terms THERMO-FAX and SECRETARY are trademarks of Minnesota Mining & Mfg. Co., St. Paul 6, Minn. Gen. Export: 99 Park Ave, New York 16, N. Y. In Canada: P. O. Box 757, London, Ont.

Minnesota Mining & Manufacturing Company
Dept. KL-6217, St. Paul 6, Minnesota

Send full details on the cost-cutting new THERMO-FAX "Secretary" Copying Machine.

Name _____

Company _____

Address _____

City _____ Zone ____ State _____

men with a springboard for self-made promotion. Harold Brown, so designated, met many current and prospective customers at one of these functions. Several of them voiced a desire for help on their engineering problems. "We could give your outfit a lot of business if it would do some applied research for us," they said. "As it is, we don't have the money or manpower to experiment with application of your company's materials to new products."

"H-m-m-m," he commented. "How long has this been going on?" A long time, he was told. Thus far, however, his company's regular representatives hadn't seemed to get the idea.

Returning home, Harold turned in a comprehensive report on what was wanted, the approximate sales potential involved, and how a suggested set-up would function. The company thereupon opened a new section of its commercial engineering department, and placed him in charge.

An advantage of recognizing and speaking up for a job not now covered is that the individual thereby places himself outside the hurly-burly of internal politics. Having created his own spot, he is less likely to suffer encroachment from his colleagues.

The man who distinguishes himself through good works in his residential community may have no purpose beyond that of being a good citizen. But often unexpected rewards follow. Frequently there is a beneficial "feedback." Harry Armour, an employe of a banking firm, became interested in PTA work, and was elected PTA president, then chairman of the school building committee. The effective way in which he handled his duties won him a host of friends and earned the editorial plaudits of the local newspaper.

The retired former chairman of the executive committee of a big rubber company, who had worked with Harry on the committee, sent clippings of the news stories and editorials to that company's president. "Harry doesn't know this," he said recently, "but one of these days he's going to be invited to lunch by the company president, and, unless I miss my guess, there may be a good job offer shaping up."

Sometimes one's hobbies can win company good will and recognition. During a vacation trip to South America, a camera fan took some interesting shots of his company's products in use, along with snaps of the people using them. These were published in the company house organ, and used in a series of business paper advertisements. He received a nice bonus, and his enterprise was officially recorded by the salary review committee.

Another chap, relocating in a plant community, joined the local symphony orchestra. Several senior executives of the company were already members. His French horn made a real difference in the brass section, and he won many friends in the company as well as the community at large as a result. Note his strategy. He didn't push himself within the company; he used outside activity to gain desirable attention.

Other men variously have organized company gardening groups, dog-obedience training classes, sports teams, and a host of other avocational activities.

Employers are happy to see such things. Often they participate in them. They know that people who play well together usually work well together. Those who contribute to intramural harmony usually win out in one form or another. In this day and age of "nine-to-fivers," the man who shows a willingness to do that "something extra" for his company and fellow workers seldom goes unnoticed by the top brass.

Where is the publicity factor in such cases, you may ask? Publicity is a thing of variable form. In every organization, news of noteworthy activities is transmitted by word of mouth, inter-departmental memoranda, notices on bulletin boards, executives' reports, house organs. All these are media of communication. And publicity is fundamentally an organ of communication. Sometimes a newspaper story or radio comment supplements the internal publicity. This is all to the good, especially when it emanates from the company public relations department. Except in special cases, it is not advisable for a lower-level employe or junior executive to act as his own outside press representative.

The individual who does something worthy of note invariably generates publicity in one of these forms. He may not know about it immediately, but he may rest assured that he is not being completely ignored or overlooked.

IT HAPPENS EVERY DAY



"BOY, I WISH I COULD TALK TO ALL THE MEN BACK OF THIS GUY—"
IN NEW ENGLAND YOU CAN—IN THEIR LOCAL TRADE NEWSPAPER. EVERY CHAIN STORE-MANAGER AND SUPERVISOR IN ALL OF NEW ENGLAND'S CHAINS RECEIVES YANKEE GROCER EVERY TWO WEEKS—TELL YOUR STORY DIRECTLY TO EVERY MEMBER OF THE COMMITTEE.

ADVERTISEMENT

That is why the personal public relations program concentrates on commendable activity, rather than on self-proclamation. The latter usually defeats its own purpose. "Third-person publicity," that is, news or comment issued through official channels or by someone other than the principal, usually works out best. In some companies, as a matter of fact, personal press-agentry may be frowned on.

A natural question for one contemplating a personal public relations program is: Will it keep him so tied up that he will have little or no time for his family and friends? In most cases, there need be no fear on this score.

A properly organized program usually assures a better planned life that puts first things first, recognizes the value of time, and utilizes it most effectively. The wise adherent of such a program does not become trapped in a web of his own making. He never attempts to do too much too often.

A greater danger is that of becoming what is known as a "publicity hound," one whose insatiable lust for publicity makes him feel that everything he says or does should be publicized. Many people of this type ruin what might otherwise be a good public relations program. Forgetting that people get fed up when they hear about a person too frequently, they ultimately reach a point of "interest-saturation" where the very mention of their name arouses negative reaction. The self-disciplined person doesn't permit such inordinate expansion of his ego.

Many a man has started on his way to the top through just one significant achievement, followed by a series of well spaced, constructive activities that have kept him in the spotlight without unduly encroaching upon his private life or boring his associates.

Most horticulturists concede that the best trees and shrubs are "slow growers." Public relations offers a fairly apt analogy. Solid reputations are rarely built up overnight. They usually reflect years of principled application.

A planned personal public relations program is designed to accelerate advancement by fostering recognition that otherwise might come more slowly if at all. But in the final analysis, it is an instrument of, not a substitute for, demonstrable ability. It must not be permitted to fall a victim of the "hurry up" urge. The sure step is always preferable to the frantic leap.

The End

TEN POINTERS ON PERSONAL PUBLIC RELATIONS

1. Win friends by being a friend . . . of your associates and co-workers. Demonstrate your interest through thoughtful action.
2. Plan in terms of the third dimension—depth—of penetration into the consciousness of those you want to reach and influence. Concentrate on things of positive significance.
3. Think twice before you speak or act. An ill-considered word or deed may undermine if not destroy all you have built up.
4. Establish your merit through plus-value performance. Look for and exploit opportunities to demonstrate your initiative and value.
5. Don't attempt too much too often. Colleagues get fed up with the individual who is always trying to thrust himself into the limelight.
6. On your way up, cultivate and preserve humility. The man who constantly toots his own horn usually plays to an unappreciative audience.
7. Try to have the constructive things you do judiciously publicized in such form as will best reach the attention of the right people. But don't overreach yourself. Better no notice than adverse reaction.
8. Remember that publicity is heady stuff. Don't become a "publicity hound" who feels that everything he does or says should be publicized.
9. Never forget that a public relations program is an instrument of, not a substitute for, demonstrable ability.
10. Stay with it. Some of the best things grow most slowly. The sure step is always preferable to the frantic leap.



"Me? I'm the guy who sells 10-foot poles to discriminating purchasing agents."

★ ★ ★ ★ ★ ★

PRESENTING

YOUR SALES CASE

Convincingly

Here is the famed sales training team of Borden and Busse in a filmed presentation of five simple conviction-winning techniques any salesman can use. Show this film to your salesmen and dealers. It will help them win more buying verdicts from prospects.

PRESENTING YOUR SALES CASE CONVINCINGLY, is a 16mm. sound motion picture with a half-hour of running time. It is available on a rental basis.
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FREE SAMPLES! Write on your business letterhead for prices and samples of advertising caps ordered by leading national corporations time and time again!

HEMAN ELY, JR.
DEPT. 62, P.O. BOX 62, LANCASTER, PENNA.

Sales and Merchandising Executive

seeks greater challenge

12 year proven record of executive ability in top management echelon of present company, a national manufacturer of products used extensively in the retail lumber and construction industry. Strong on market analysis, sales forecast, sales promotion and development and direction of sales force. Require challenging position at policy making level of management. Substantial five figure compensation. Arrange interview by writing Box No. 3351

SALES GAINS AND LOSSES

Brunswick-Balke-Collender Co. and American Electronics, Inc. lead the list of ten firms reporting quarterly sales gains exceeding 50% in the following compilation. Both companies boasted 176% gains. Other sales gain leaders were Resistoflex Corp., 133%; Hupp Corp., 117%; Pheoli Mfg. Co., 80%; Reliance Mfg. Co., 77%. Eight firms showed gains of between 30% and 50% while 35 companies reported gains between 10% and 20%. Twenty-three firms showed decreased sales.

Company	Period	1957	1956
Aluminum Goods Mfg. Co.	3 mo.	8.8	8.8
Amer. Chain & Cable Co.	3 mo.	31.4	29.8
American Electronics, Inc.	3 mo.	4.7	1.7
American Hardware Corp.	3 mo.	7.6	7.6
Amer. Mach. & Fdy. Co.	3 mo.	58.9	43.4
Amer.Mach. & Metals, Inc.	3 mo.	11.0	9.2
American Motors	6 mo.	186.9	225.9
American Potash & Chemical Corp.	3 mo.	10.9	9.4
American Viscose Corp.	3 mo.	64.1	68.5
Amphenol Electrncs. Corp.	3 mo.	7.6	5.9
Anaconda Co.	3 mo.	43.0	71.9
Armco Steel Corp.	3 mo.	198.2	189.9
Associated Spring Corp.	3 mo.	12.7	13.9
Atlas Powder Co.	3 mo.	16.8	15.4
Avon Products, Inc.	3 mo.	19.5	16.3
Baldwin-Lima-Hamilton Corp.	3 mo.	48.1	48.0
Bausch & Lomb Optical Co.	3 mo.	13.2	11.8
Baxter Laboratories	3 mo.	4.9	3.1
Bestwall Gypsum Co.	3 mo.	6.5	8.5
Black & Decker Mfg. Co.	6 mo.	27.5	23.3
Boeing Airplane Co.	3 mo.	292.7	170.8
Borden Co.	3 mo.	221.7	203.3
Bruning(Charles)Co.,Inc.	3 mo.	10.2	9.0
Brunswick-Balke-Collender Co.	3 mo.	19.1	6.9
Butler Brothers	3 mo.	28.4	26.7
Canada Dry Ginger Ale, Inc.	3 mo.	38.7	35.5
Carpenter Paper Co.	3 mo.	21.4	19.9
Carpenter Steel Co.	3 mo.	18.9	16.7
Celanese Corp. of America	3 mo.	46.8	48.4
Century Electric Co.	3 mo.	7.7	7.2
Certain-Teed Pdts. Corp.	3 mo.	18.2	21.5
Chicago Pneumatic Tool Co.	3 mo.	22.7	19.1
Columbia Broadcasting System Inc.	3 mo.	95.9	88.4
Controls Co. of America	3 mo.	7.2	7.0
Dan River Mills, Inc.	3 mo.	41.4	24.2
Davidson Bros., Inc.	26 wks.	42.0	42.1
Dixie Cup Co.	3 mo.	13.4	11.8
Dover Corp.	3 mo.	6.6	6.6
Duriron Co., Inc.	3 mo.	3.9	3.2
Eastern Industries, Inc.	3 mo.	5.7	4.5
East. Stainless Steel Corp.	3 mo.	13.9	12.1
Eastman Kodak Co.	3 mo.	163.0	154.7
Elec. Storage Battery Co.	3 mo.	25.0	21.0
Emerson Elec. Mfg. Co.	3 mo.	18.3	16.0
Erwin Mills, Inc.	3 mo.	16.4	16.0
Evans Products Co.	3 mo.	11.1	10.2
Eversharp, Inc.	yr.	19.5	21.5
Fairchild Camera & Instrument Corp.	3 mo.	9.6	8.8
Fansteel Metallurgical Corp.	3 mo.	8.5	8.4
Federal-Mogul-Bower Bearings	3 mo.	29.2	25.6
Fenestra, Inc.	3 mo.	10.7	10.3
Firth Carpet Co.	3 mo.	7.2	6.8
Fisher Bros. Co.	12 wks.	22.8	20.2
Flintkote Co.	3 mo.	24.6	23.3
Fruehauf Trailer Co.	3 mo.	56.8	72.4
Gabriel Co.	3 mo.	5.7	4.1
Gamble-Skogmo, Inc.	3 mo.	22.3	20.0
Gen. Analine & Film Corp.	3 mo.	32.4	31.3
General Cigar Co., Inc.	3 mo.	10.8	8.5
Gen. Precision Eqpt. Corp.	3 mo.	43.5	32.6
Georgia-Pacific Corp.	3 mo.	34.5	22.7
Goodyear Tire & Rub. Co.	3 mo.	353.1	335.2
Great Northern Paper Co.	12 wks.	16.2	14.9
Hajoca Corp.	3 mo.	7.0	8.8
Handy & Harman	3 mo.	19.7	19.5
Harsco Corp.	3 mo.	23.4	18.4
Hewitt-Robbins, Inc.	3 mo.	15.4	12.3
Houdaille Industries, Inc.	3 mo.	19.9	16.6
Hupp Corp.	3 mo.	15.0	6.9
International Paper Co.	3 mo.	238.1	242.9
Johnson & Johnson	3 mo.	65.4	61.3
Jorgenson (Earle M.) Co.	3 mo.	13.8	12.4
Keystone Steel & Wire Co.	3 mo.	81.0	84.1
Kendall Co.	12 wks.	24.6	25.2
Lay (H. W.) & Co., Inc.	28 wks.	7.9	6.2
Lily-Tulip Cup Corp.	3 mo.	17.6	15.9
Link-Belt Co.	3 mo.	41.7	39.9
Lockheed Aircraft Corp.	3 mo.	195.4	187.6
Magnavox Co.	3 mo.	22.0	18.0
Maremont Auto. Pdts. Inc.	3 mo.	7.0	5.9
Maule Industries, Inc.	3 mo.	5.9	4.8
Maxson (W. L.) Corp.	6 mo.	9.7	7.1
Maytag Co.	3 mo.	25.7	30.7
McCall Corp.	3 mo.	17.6	16.4
McGregor-Doniger, Inc.	3 mo.	12.3	11.9
McQuay-Norris Mfg. Co.	3 mo.	6.3	6.0
Motorola, Inc.	3 mo.	52.2	53.1
Mount Vernon Mills, Inc.	3 mo.	10.9	11.7
Noma Lites, Inc.	yr.	19.0	15.6
North Amer. Aviation, Inc.	3 mo.	312.6	215.9
Osborn Mfg. Co.	6 mo.	6.9	6.7
Pheoli Mfg. Co.	3 mo.	5.4	3.0
Phila. & Reading Corp.	3 mo.	18.5	17.8
Philco Corp.	3 mo.	99.0	92.4
Pitney-Bowes, Inc.	3 mo.	11.3	10.7
Polymer Corp.	3 mo.	1.3	1.0
Progress Mfg. Co.	3 mo.	5.5	4.3
Pullman, Inc.	3 mo.	91.2	97.2
Radio Corp. of America	3 mo.	295.7	274.8
Reliance Mfg. Co.	3 mo.	12.3	6.7
Resistoflex Corp.	3 mo.	2.8	1.2
Reynolds Metals Co.	3 mo.	105.1	105.5
Richfield Oil Corp.	3 mo.	69.6	61.7
Riegel Textile Corp.	28 wks.	48.6	51.8
Ritter Co., Inc.	3 mo.	3.6	3.0
Ronson Corp.	3 mo.	7.5	6.6
Sealright-Oswego Falls Corp.	3 mo.	11.4	10.7
Searle (G. D.) & Co.	3 mo.	7.4	6.8
Seiberling Rubber Co.	3 mo.	10.5	10.7
Sharon Steel Corp.	3 mo.	47.6	50.1
Sheller Mfg. Corp.	3 mo.	11.8	12.1
Sibley, Lindsay & Curr Co.	yr.	30.6	28.4
Smith-Corona, Inc.	3 mo.	13.5	9.5
Standard Packaging Corp.	3 mo.	8.1	7.5
Studebaker-Packard Corp.	3 mo.	58.5	107.0
Sun Chemical Corp.	3 mo.	10.1	10.0
Sundstrand Mach. Tool Co.	3 mo.	20.0	12.5
Textiles, Inc.	6 mo.	14.9	16.3
Thor Power Tool Co.	3 mo.	7.6	7.0
Trane Co.	3 mo.	18.6	17.6
UARCO, Inc.	3 mo.	8.8	7.5
United Drill & Tool Corp.	3 mo.	9.6	9.4
United States Rubber Co.	3 mo.	232.2	229.6
United States Steel Corp.	3 mo.	1,166.4	1,100.5
Van Norman Industries, Inc.	3 mo.	13.1	8.2
Wallace & Tiernan, Inc.	3 mo.	10.9	10.1
Welbilt Corp.	3 mo.	5.1	4.8

said to another ant as he pointed up

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Asst. to Sales Director
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ADV. SERVICE MANAGER
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PRODUCTION MANAGER
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Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

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THE SCRATCH PAD

By T. Harry Thompson



Memo to myself: The secret of being tiresome, Voltaire said, is in telling everything.

•

PHILOSOPHER: A person who always knows what to do until it happens to him.—*Kreolite News.*

•

FLATTERY: Something nice someone tells you about yourself that you wish were true.—*London Tid-Bits.*

•

My thanks to Louis Sherry for switching from pry-off to twist-off lids on his jars of dietetic jelly and marmalade.

•

Painting With Words Dep't: "The sea had the sullen, grey look of a freshly painted battleship."—*Jerome Weidman.*

•

GIRDLE: Pot-holder.—*Jack Herbert in The American Legion Magazine.*

•

Gag headline for grass-seed: "How are you fixed for blades?"

•

Scotties weren't far behind Kleenex in bringing out tissues in pastel pink and yellow in addition to standard white.

•

Add similes: "As sweet as a tenor sax."

•

Herb Dickson says genius has its limitations, but stupidity is not thus handicapped. He further notes that many a "battle of wits" is fought by combatants who are by no means fully armed.

•

So what's new? Fiberglas caps for ballplayers, to minimize head-injuries. I hear they're as light as the ordinary cloth caps.

•

It is no sudden surge of generosity, but I'll cheerfully give you my share of calypso and rock 'n' roll.

W. R. Roush, director of advertising and sales-promotion of Lima's Superior Coach Corporation, says that "Children should be seen and not hurt" (quoted here) has been a safety-slogan of Children's Bus Service, world's largest contract school-bus operator, for quite some time. He sends me a direct-mail piece on the operation. Thanks, W. R.

•

To Andy *(No Time for Sergeants)* Griffith, a vacation is "a place where you can just set and scratch for two weeks if you really feel like it."

•

Rhythm-section: "There's a Rocket for every pocket."—*Oldsmobile.*

•

Hugh Scott tells me what one ant said to another ant as he pointed up at a butterfly: "You'll never catch me going up in one of *them* things!"

•

In my opinion, the Florida Citrus Commission should go to work on those Florida restaurants that are always pushing pie, pastry, and ice-cream instead of grapefruit.

•

Add similes: "As changeless as the shape of a violin."

•

Why creative people enjoy working for Gray & Rogers: "Advertising created primarily to please the advertiser and secondarily to influence the consumer is easy to come by. The only equipment needed is an understanding of vanity, a mastery of superlatives, and a willingness to pour money down the drain. Is your advertising working as hard as it must work to make sales?"

•

Elmer Letterman says the dictionary is the only place where *success* comes before *work*.

•

Curtain-line: There's such a thing as giving up too soon. You can always get one more spoonful of juice out of a grapefruit!

In Praise of the Press

Although I was never sure what it meant, they say that good wine needs no bush. By the same token, the daily newspaper needs no advocate.

However, some of the newer media appear to be more glamorous than the older and more prosaic press. It may be well to pause now and then to consider what a hold the newspaper has on our daily lives.

Sure, we get news on television and radio and in news-weeklies, and would not care to forego these forms. But, for a *square meal* of news, there is no suitable substitute for the daily newspaper.

The best proof of this is from the negative side . . . a newspaper strike, even one of short duration. When this happens, we feel suddenly cut off from the world. An unspoken dread gnaws at our vitals and we hope the thing will soon be settled.

Nor is the reader the only one to sense this suspended animation when the daily newspaper fails to hit the street. The advertiser shares the feeling that something has gone out of his life. For who will argue that *news* is not the core of good advertising, or that the *news*paper isn't a natural for news?

Every time a newspaper goes down the drain, each of us loses a friend . . . a spokesman . . . a freedom fighter. Let us never sell the press short.

How to keep the ZEST in yeast



Big as life, on the package you see these words: **"Active"** and **"Dry."**

And clue they are to the problems involved in safeguarding the zest of fine dry yeast like famous Fleischmann's until it goes into delicious dishes.

Fleischmann's has found that PLIOFILM halts those "leakers"—packages which lose their "dryness" and get "active" before they are meant to!

Hence the bright, new "Triple-Fresh" Pack by Standard Brands which features PLIOFILM right next to the thirsty product so the inert nitrogen stays *in* and life-robbing oxygen stays *out*.

It isn't the first time PLIOFILM has licked a tough problem. You see, this rugged film readily laminates to virtually anything (in this case, to foil), heat-seals with a welded bond as tough as the material itself, is extremely moisture- and puncture-resistant.

Fact: No other transparent film is as effective for lamination as PLIOFILM, is so free of "pinholes," so grease-resistant, *so low in cost*.

Question: Why not check into PLIOFILM for packaging your dry yeast, hard candy, soup mixes, milk powders, pharmaceuticals, instant coffee, fresh or frozen meats? Get the full facts from the Goodyear Packaging Engineer, Goodyear, Packaging Films Dept. F-6434, Akron 16, Ohio.

GOOD THINGS ARE BETTER IN

Pliofilm

GOODYEAR PACKAGING FILM

Pliofilm, a rubber hydrochloride—T.M. The Goodyear Tire & Rubber Company, Akron, Ohio



Who turned on the juice in Chicago?

Back in the days when Goldilocks Monroe was a star of tomorrow and postwar prosperity had the big, bad wolf on the run (circa 1952), Henry Bear put on his far-seeing specs to take a peak at the future of the appliance business.



And it looked good, very good.

And this made Henry very glad. Because he was the big Chicago distributor for AC-DC, dynamos of the electrical appliance world. Henry's only problem was how best to spend his advertising dollars. Was it better to let selected dealers control his advertising? Or sell his brand himself and feature *all* his dealers?

Henry decided to discuss this explosive question with Joe, expert trouble-shooter from the Chicago Tribune. And it just so happened that Joe was loaded with all the current facts that Henry needed. Fr'instance: in 1952 small dealers in the Chicago market accounted for as many sales of major appliances as large dealers. (And the picture hasn't changed today. In 1956, small dealers sold 53% of all automatic washers, 67% of all refrigerators, and 70% of all kitchen ranges.) So, Joe's song went something like this:

"A distributor can't go wrong supporting both big *and* little dealers with a powerful advertising campaign direct to consumers. This advertising must be local (to support local dealers) heavy (to pre-sell consumers) and consistent (to maintain pressure needed for sales)."

And if you're familiar with space reps (and chances are you are), you can guess the advertising medium he recommended.

Henry bought all of Joe's fine recommendations and ran a giant-size campaign in the Chicago Tribune.

The scene now switches to Henry's office, five years later. Enter Joe, pleased as Punch and 10 pounds heavier. (He says he's going on a diet next week.) The reason why he feels so pleased is because the Tribune's 1956 Home Appliance Survey shows that since 1952, AC-DC has increased its share of market in its most important appliance lines. Washers—up 42%; dryers—up 28%; vacuum cleaners—up 56%; room air conditioners—up 124%. Even in the highly competitive field of refrigerators, AC-DC's share of sales had increased from 16.3% to 17.8%.

So as a result of AC-DC's intensive Chicago advertising efforts mainly concentrated in the Tribune, Henry Bear, Joe and the friendly neighborhood dealers are all living happily ever after.



Now maybe you sell astringents or automobiles instead of appliances, but if you want to sell more of them in Chicago, call on Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe can give the facts to you.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

